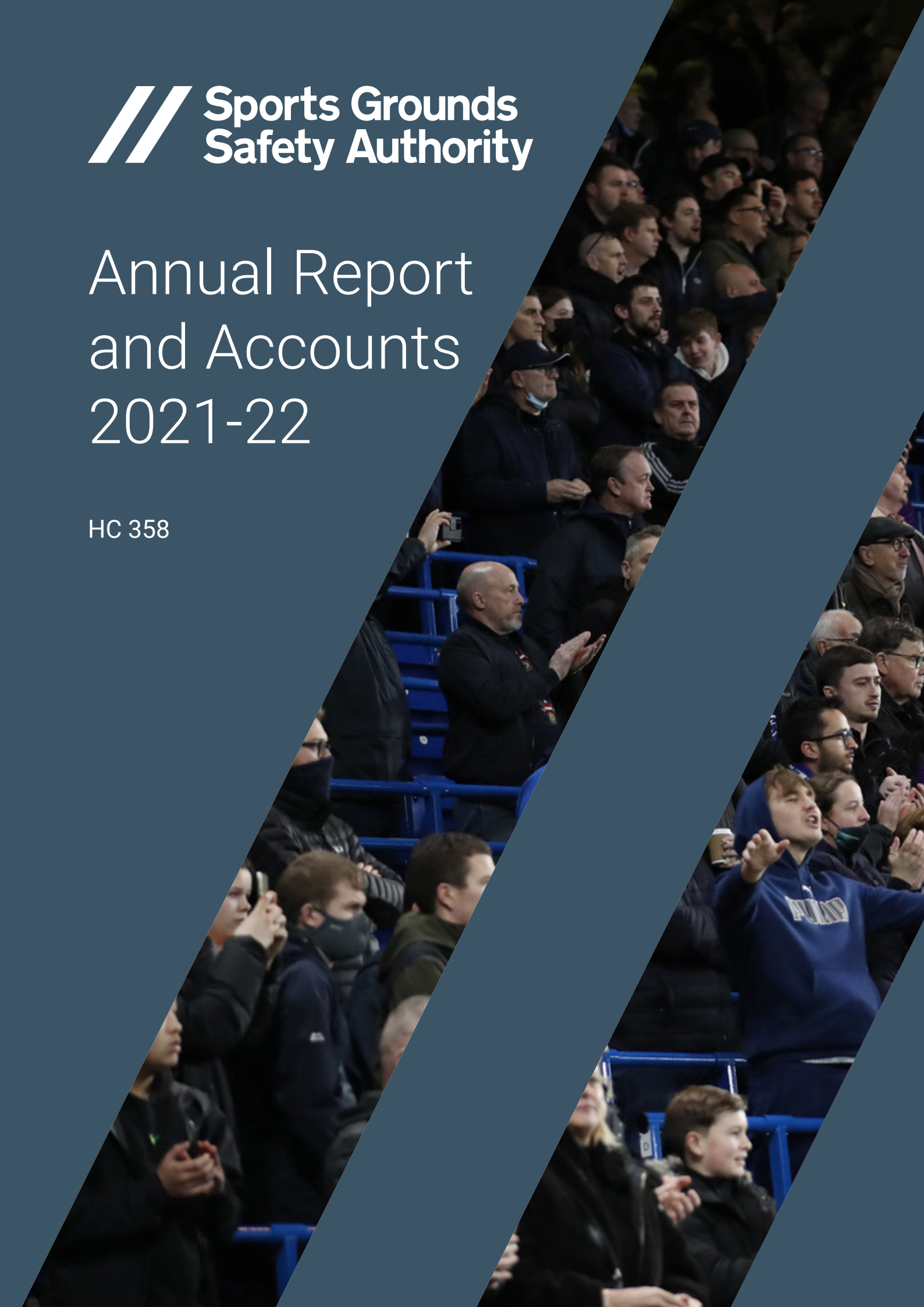




Annual Report and Accounts 2021-22

HC 358





Sports Grounds Safety Authority

Annual Report and Accounts 2021-22

For the period 1 April 2021 to 31 March 2022.

Presented to Parliament pursuant to Section 24 of Schedule 1 of the Sports Grounds Safety Authority Act 2011.

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HC 358



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Overview 2021-22



Introduced
licensed
standing on
behalf of
Government



235 matchday
inspections
completed



Over 90%
of staff would
recommend
SGSA as a great
place to work



5 grounds
offering
licensed
standing in
seated areas



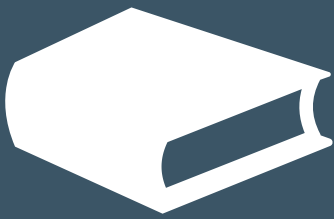
£1,631,369
net expenditure



85%
of stakeholders
say SGSA is
an effective
regulator



215 Safety
Advisory Groups
attended



310 copies of
Green Guide
sold in the last
year



All 4 UK nations
supported



704 copies of
Event Safety
Management
sold since
publication in
September



82.5% of
stakeholders
rate SGSA as
8 out of 10 or
higher



100% of staff
say they are
treated fairly



90% of
purchasers of
Event Safety
Management
rated it very
good or
excellent



164,255
pageviews of the
SGSA website

Foreword from Chair

I am pleased to introduce the Annual Report and Accounts for the Sports Grounds Safety Authority (SGSA) for 2021-22.

The first 12 months as Chair has been extraordinary and challenging at times. We have seen the continuance of the COVID-19 pandemic which has had such a devastating impact across the UK and around the world. While we seem to be on our way out of the worst of this, the full impact will take a long time to truly be realised. Last summer's shocking and disgraceful behaviour by some at the UEFA Euro 2020 Final in Wembley Stadium reminds us how the actions of a minority can threaten the safety and enjoyment for all.

The last year has also seen many achievements. The publication of our latest document, *Supplementary Guidance 03: Event Safety Management*, has been a particular highlight. The foremost achievement, of course, has been leading the implementation of licensed standing in seated areas. We know that many fans prefer to stand and the introduction of licensed standing at five early adopter grounds is a welcome step to ensuring their safety, and has taken a long time to reach this point. While the next steps of this are for the Government to make, the SGSA will continue to work closely to ensure the safe implementation of any policy. I would also like to highlight one piece of important research carried out by NatCen for the SGSA into the safety, accessibility and experience when attending live events of neurodiverse sports fans. This work will inform the next edition of the *Accessible Stadia* guide, being reviewed by Level Playing Field.

This document is a tribute to the extensive and committed work carried out by the SGSA's team from 1 April 2021 to 31 March 2022. They have balanced the regulatory duties of licensing football grounds and overseeing local authorities in discharging their statutory obligations, while responding to the challenges of the pandemic and implementing important and historic Government policy. Importantly, the SGSA's work has been done prudently with a net expenditure level of £1,631,369, below the limit of £1,994,000 set by the Department for Digital, Culture, Media and Sport (DCMS).

I have been particularly pleased over the last year to see the extension of terms of office for a number of our Board Members. Susan Johnson, David Mackinnon and Philip Kolvin were extended for an additional 12 months which has helped ensure we have continuity in expertise during this particularly challenging period. In addition, the re-appointment of Dame Jil Matheson and Jane Sawyers for a second three-year term means we are able to continue to use their extensive skills and experience as we move forward.

This year has also seen deserved recognition for a number of SGSA personnel. My predecessor as Chair, Alan Coppin, and current Board Member, Rimla Akhtar, both received an OBE in the Queen's Birthday Honours List in June 2021. In addition, I was delighted to see our Chief Executive, Martyn Henderson, awarded an OBE in the Queen's New Year's Honours List in December 2021 for services to sports safety during COVID-19.



Finally, I would like to thank and pay tribute to all of the SGSA team and Board for their commitment and dedication during the year. This Annual Report and Accounts is a testament to their hard work and commitment to sports grounds safety.

Derek Wilson
Chair

Foreword from Chief Executive

I have been very proud to lead the Sports Grounds Safety Authority (SGSA) through another year of extraordinary challenges.

So much has happened in 12 months that it's surprising to recall that the year began with the gradual release of COVID restrictions, informed by the Government's Events Research Programme in which the SGSA played a key role. It was thrilling to be part of the sports sector as crowds returned to our stadia on a wave of euphoria; however, when that wave began to recede in the wake of the Euro 2020 Final, it revealed deep scars in our game, in our labour markets and supply chains, and of course in our communities.

In many ways, football responded remarkably well to the challenges of the pandemic, not least in supporting the Government's hugely successful testing and vaccination programmes. However, since that day last July, when Wembley Stadium witnessed unprecedented disorder as was later set out in forensic detail by Baroness Casey, our national game is again being discussed for the wrong reasons. For example, because of pitch invasions, and even player assaults. Arguably, these problems reflect a wider societal shift in attitudes and behaviours following the pandemic. But, whatever their roots, they are a reminder of why an organisation with the skills and capabilities of the SGSA is needed.

We have continued to work in partnership with Government, both to regather momentum on its manifesto commitment to introduce safe standing, and to support the safe recovery of football, sport and the wider live events sector, for example by undertaking research into the short- and longer-term pressures facing the stewarding industry.

As always, I am enormously grateful to the SGSA's talented team of professionals, who have performed exceptionally well in difficult circumstances throughout the year. The team has fully embraced the challenges of working remotely and significantly reduced our cost base this year by downsizing to a much smaller office. Alongside other measures, this has helped us to grow our workforce with the recruitment of Monica Gameiro to a new role in the Secretariat and the welcome return of a former Inspector, Andy Robinson. This increased resilience has been invaluable during particularly demanding times this year. I would also like to pay tribute to the many safety officers, stewards and other personnel whom we work alongside to ensure the safety of spectators.

There are clearly many more challenges and opportunities for the SGSA to come, with the outcomes of the organisational review to be set out in the coming months, as well as the wider regulation of football following the historic fan-led review of football's governance.

I look forward to continuing to see the SGSA grow and thrive over the next year.

Martyn Henderson OBE
Chief Executive
29 June 2022



About the Sports Grounds Safety Authority (SGSA)

The SGSA is the safety regulator for football grounds in England and Wales and the UK Government's independent advisor on sports ground safety.

We provide independent, expert advice based on three decades of ensuring watching football in England and Wales is a safe and enjoyable experience for fans. We use our experience to advise and support other sports and related industries in the UK and internationally. Put simply, our purpose is to ensure sports grounds are safe for everyone.

We set safety standards through our world-leading best practice guidance, including the *Guide to Safety at Sports Grounds (Green Guide)*, which is used to build and develop sports grounds around the world.

Our expert team of Inspectors provide first-rate support and advice based on their collective knowledge of areas including engineering, policing, emergency planning and facilities management. They support individual clubs and grounds, sports bodies, governments, architects and engineers to minimise risk and help deliver safe events for all.

Values

Excellence

Independence

Integrity

Partnership

Vision

To be the world's leading authority on sports ground safety.

We want to be the 'go-to' body globally for advice on sports ground safety design and management, and the safety provider of choice for all major sporting events.

What we do

Regulatory



Licence league and international football grounds in England and Wales and regulate their safety certification by local government.

Standards



Set and raise standards globally through our guidance, particularly the Guide to Safety at Sports Grounds (Green Guide).

Advisory



Provide strategic support for sports grounds, governing bodies and others, both in the UK and internationally.

Advisory services

Bespoke training



Calculate safe capacity



Review stadium design



Safety management advice



Performance Report

Performance Overview

Strategy

The Sports Grounds Safety Authority's (SGSA's) five-year strategy, published in January 2020, set out the organisation vision – to ensure everyone can enjoy sport safely. It outlined our priorities, how we will meet our regulatory responsibilities and how we will share our expertise for the benefit of spectators and sports in the UK and around the world.

The following performance report details the work conducted by the SGSA over the last year in each of the priority areas outlined in the Strategy.



A full account of our approach to, and policies for, the management of risk are covered in the Governance Statement on page 49.

The Business Plan 2021-22 identified four key performance indicators. The table overpage outlines how we met our targets. These will continue to be the key performance indicators for 2022-23. These will be reviewed during the year and updated for the next business plan.

Strategy link	Indicator	Baseline	2020-21	2021-22
Continuously improve our performance as the safety regulator for football grounds in England and Wales.	Proportion of respondents who agree or strongly agree that the SGSA is an effective regulator of football grounds.	85%	92%	85%
Raise the profile and status of sports ground safety in the UK and internationally.	Proportion of respondents who agree or strongly agree that the SGSA is the world's leading authority on sports ground safety.	66%	78%	71%
Become the strategic safety partner of choice for governments, sport governing bodies and the organisers of major events.				
Improve our efficiency and performance as a non-departmental public body.	Proportion of respondents who rate the overall performance of the organisation as 8 out of 10 or above.	78%	82%	82.5%
	Proportion of staff who would agree or strongly agree that SGSA is a great place to work.	79%	90%	90.5%

COVID-19

The global COVID-19 pandemic has impacted the SGSA and its strategic aims. Since March 2020, the SGSA team has adapted to the challenging circumstances, supporting the Government's response.

Pages 14 and 15 outline how the SGSA has supported the sector, along with its own staff, during the pandemic during 2021-22.

Ukraine

Like most across the world, the SGSA is horrified by the conflict launched by Russia in Ukraine. While there is no direct impact on the SGSA, we have been involved in advising DCMS as required in relation to the Government sanctions against Roman Abramovich which in turn has implications for Chelsea FC. We will continue to support DCMS and the Government as and when required.

SGSA Response to COVID-19

The SGSA has supported the Government's response to the pandemic in a number of ways over the last year, as outlined below.

Events Research Programme

In March 2021, the SGSA's Chief Executive, Martyn Henderson, was seconded to the Department for Digital, Culture, Media and Sport (DCMS) to lead the Government's Events Research Programme. The programme aimed to provide new evidence on COVID-related risks of ticketed events across the live entertainment sector to inform Government's decision-making on the full re-opening of these sectors. This secondment concluded in June 2021. SGSA's Head of Strategy and Partnerships, Darren Whitehouse, was also seconded to DCMS for two months to support the later delivery of the programme.

Alongside this, the SGSA supported the Government through oversight of sports events in the programme and elements of the research, which built on existing work with academia and crowd safety specialists.

Guidance and support

During the last year, the SGSA has continued to support sports grounds and local authorities through the pandemic. This has included updating existing guidance around matches without spectators and with social distancing conditions. Advice and assistance has been provided by Inspectors to those we regulate, along with grounds and local authorities across the UK.

COVID certification passes

The SGSA supported DCMS and the sports sector in planning for the introduction of COVID certification as part of the Government's *COVID-19 Response: Autumn and Winter Plan 2021*. This included support and advice to sports grounds in how to implement certification without risking public safety and sharing good practice.

COVID-19 Working Group

In April 2020, a COVID-19 Working Group was established to consider the impact of the pandemic upon SGSA's operations. This Group was made up of both Inspectorate and Secretariat staff, chaired by SGSA Inspector Wendy Harnan-Kajzer.

Over the last year, the Working Group has continued to meet regularly to identify and address immediate and longer-term actions affecting the organisation. This has included amending internal procedures to reflect changes in national restrictions.

In March 2022, the COVID-19 Working Group formally ended with outstanding actions allocated to other internal groups, in particular the Health and Safety Working Group.

Improve Performance

Strategic objective:

Continuously improve our performance as the safety regulator for football grounds in England and Wales by:

- Developing and maintaining a robust evidence base.
- Making targeted and risk-based use of our statutory powers.
- Identifying and promoting good practice, including through our suite of world-leading guidance.
- Improving the training and qualifications available to the sector.

Overview

Much of the SGSA's regulatory work is undertaken by a team of regionally based Inspectors through interactions with local authorities, clubs and other interested parties, along with inspections and visits to football grounds on match/event days and non-match/event days.

The SGSA is committed to using data and research in our decision-making procedures. We are partnered with NatCen Social Research (NatCen) in order to increase our capacity and capability in relation to evidence and data.

Highlight focus:

Licensed standing

In September 2021, Nigel Huddleston MP, Minister for Sport, Tourism, Heritage and Civil Society, instructed the SGSA to take the first steps in creating licensed standing areas at football grounds subject to the Government's all-seater policy. The historic announcement meant grounds could apply to offer licensed standing areas from 1 January 2022 as part of an 'early adopter' programme, subject to meeting certain criteria. This was a significant step towards fulfilling the Government's manifesto commitment to introduce safe standing in seated areas at football grounds.

The introduction of licensed standing areas follows research commissioned by the SGSA during the 2019/20 season which found that seats with barriers or independent barriers helped reduce the safety risks related to persistent standing.

This announcement affects clubs subject to the Government's all-seater policy. That is, clubs in the Premier League and Championship, or any who have been for three or more seasons since 1994/95, along with Wembley Stadium and the Principality Stadium.

To support the implementation of licensed standing areas, the SGSA published new guidance – *Supplementary Guidance 01: Safe Standing in Seated Areas (SG01)* – which summarised the main design and safety management issues associated with installing seats incorporating barriers or independent barriers.

While it has been developed to support the introduction of licensed standing in England and Wales, it is applicable to all sports grounds, and has been shared internationally.

Early adopters

The early adopter programme has allowed the SGSA to evaluate the impact of licensed standing areas to help inform any future decision making by the Government.

The progress to this announcement was based on extensive engagement and consultation with stakeholders, including the Premier League, EFL, clubs, local authorities and police. The SGSA is taking a careful, evidence-based approach to this change, informed by consultation with our partners and safety experts.

Importantly, the policy is not a reintroduction of terraces in top-flight grounds – each spectator has a seat, they are not allowed to move around the licensed standing area, and there won't be more than one person per seat/space. In addition, spectators in all other parts of the ground will continue to be seated.



In September 2021, grounds were invited to apply to become an early adopter, by outlining how they met a set of 16 strict criteria. The SGSA evaluated the applications before providing recommendations to DCMS for the final decision.

In November 2021, the first early adopter clubs were announced, with a new licence issued to legally allow standing areas:

- Cardiff City FC
- Chelsea FC
- Manchester City FC
- Manchester United FC
- Tottenham Hotspur FC

Evaluation

Licensed standing at the early adopter grounds has been independently evaluated by CFE Research since January 2022.

In April 2022, CFE Research produced an interim report for Government, which outlined emerging findings. These indicated that the installation of barriers continued to have a positive impact on spectator safety.

The findings highlighted that the installation of barriers in areas of persistent standing in seated areas have not compromised safety, and are in fact improving the matchday experience for football spectators, including during goal celebrations, with no opportunity for forward and backward movement, reducing the risk of fans falling on those around them.

After carefully considering the findings of the interim report alongside the SGSA, the Minister for Sport stated in May 2022 that he was minded to change the existing all-seater policy to allow all clubs currently subject to this requirement to introduce licensed standing areas for the start of the 2022/23 season, provided they have met certain strict criteria. The final decision, and any change to the existing all-seater policy, will remain contingent upon the final report confirming the findings of the interim report, which note that licensed standing areas provide for an equivalent (if not improved) level of spectator safety.

Future

Once complete, the final evaluation report will be provided to Government and published in July 2022. Its findings will inform the Government's decision on the next steps of licensed standing. The SGSA will continue to work closely with DCMS and other stakeholders to implement the future of this policy.

Early adopter criteria includes:

- Must comply with SGSA guidance.
- Must be available for both home and away fans.
- Each seat/space allocated for only one spectator.
- Seats should not be locked in 'up' or 'down' position.
- No negative impact on viewing standards for other spectators, particularly disabled spectators.
- CCTV must be in place and offer full coverage of the licensed standing areas.
- Must be meaningful consultation with the Safety Advisory Group (SAG).

Regulatory work

SGSA licences

The SGSA is responsible for issuing licences to all clubs in the Premier League and the EFL, along with Wembley Stadium and the Principality Stadium. A licence runs from 1 August to 31 July each year.

During 2021-22, we considered licence applications from 20 Premier League and 72 EFL grounds, including those newly promoted from the National League, plus Wembley. The Principality Stadium chose not to apply for a licence, as no football matches were planned to be played in the venue during the year. Licences for the 2021/22 licensing period were issued to all eligible grounds by the deadline of 31 July 2021.

Matchday inspections

Our Inspectors carried out 235 matchday inspections between 1 April 2021 and 31 March 2022, a significant increase from 111 in the same period in 2020-21, as a result of the easing of COVID-19 restrictions. Of these matchday inspections, 24 were conducted without any spectators, 29 with limited capacity and 182 with full capacity.

In addition to events covered by our regulatory role, Inspectors attended other matches, including women's professional football, non-league fixtures and rugby.

Ground assessments

In 2021-22, an assessment was conducted of all SGSA licensed grounds. The exercise assessed how well a ground was complying with relevant safety at sports grounds legislation. The result was converted into a risk-based score, which provided a consistent approach across all relevant grounds in England and Wales and helps the SGSA to target resources at the areas of greatest risk.

This first round of assessments in 2021 was a baseline exercise, with the resulting findings being a key factor in determining the frequency/timing of subsequent audits for grounds.

Inspections per month

Month	Inspections completed
April 2021	20
May 2021	28
June 2021	3
July 2021	2
August 2021	22
September 2021	31
October 2021	25
November 2021	19
December 2021	9
January 2022	24
February 2022	28
March 2022	24

Enforcement approach 2021/22

The SGSA has continued its regulatory duty to apply the Government's current all-seater policy at designated football grounds. In January 2022, we updated the *Persistent Standing Enforcement Approach* to reflect the introduction of licensed standing in seated areas at early adopter grounds. This guidance was shared with grounds, setting out our approach to enforcing the Government's all-seater policy in relation to persistent standing in seated areas.

We have continued to support and challenge those clubs identified as having a high safety risk due to persistent standing in some areas of their respective grounds. This was done in accordance with our published approach and Better Regulation principles.

Oversight and Licensing Policy review

During 2021-22, the SGSA reviewed and updated its Oversight and Licensing Policy. This is the public statement on how the SGSA will discharge its two statutory responsibilities under the Football Spectators Act 1989. The policy was amended to include references to licensed standing areas and responding to a significant safety issue.

Safety Advisory Groups

Inspectors attended 215 Safety Advisory Group (SAG) meetings relating to SGSA licensed grounds between 1 April 2021 and 31 March 2022. Of these, 132 took place virtually and 83 in-person. This is an increase from 177 in the same period the previous year.

The SAG is a multi-agency group consisting of the local authority and its relevant departments, representatives from the sports ground, police, fire and ambulance services and any other relevant stakeholders. It is where many safety considerations are made with partners.

During the last year, SAGs have continued to be a vital forum for the discussion and approval of COVID-19 related work and have included representation from public health.

Local authority audits

Local authority audits help the SGSA meet its legislative responsibilities and strategic goals. The audits are a fundamental tool in our oversight role to ensure that local authorities discharge their functions under the Safety of Sports Grounds Act 1975.

During 2021-22, the SGSA commenced a new local authority audit approach, using a risk-based approach to regulation. Although Inspectors continued to engage with individual local authorities where necessary, this was the first full-scale audit programme since the start of the COVID-19 pandemic. All local authorities subject to SGSA oversight were audited between June and September 2021, providing a baseline exercise, with the resulting findings being a key factor in determining the frequency/timing of subsequent audits.

Research and reviews

Euro 2020 Final and Baroness Casey Review

The SGSA licences Wembley Stadium to admit spectators and oversees its safety certification by Brent Council. Our Inspectors were present at the England v Italy Euro 2020 Final on 11 July 2021, which saw unprecedented levels of disorder. The FA subsequently commissioned Baroness Casey of Blackstock to undertake an independent review of the events. The SGSA was interviewed as part of this, providing evidence and feedback on the planning for the event.

In December 2021, the Baroness Casey Review was published which identified a number of recommendations, including:

- The Government should establish a new category for football matches of national significance.
- Government should task SGSA to work with the FA and the events industry to undertake a review of stewarding.
- The SGSA, the events industry, the police and local government agree on a way forward on who is accountable for Zone Ex.

The SGSA is working with DCMS and other partners to carefully consider the report's recommendations, and this work will continue into 2022-23.

Fan Led Review of Football Governance

In August 2021, the SGSA provided evidence to the Fan Led Review of Football Governance, led by Tracey Crouch MP on behalf of the Government. In November 2021, the report was published which identified 47 recommendations, including:

- Creating a new independent regulator for English football, which oversees financial regulation. This regulator should also establish new owners' and directors' tests for clubs.
- Improvements to equality, diversity and inclusion in clubs, assessed by the regulator.
- Women's football being treated with parity.

In April 2022, the Government outlined the next steps towards delivering major reform of football in England, based on the recommendations within the report. The SGSA will work with the Government during 2022-23 and beyond in the implementation of these plans.

Stewarding research

During the 2021/22 season, the SGSA became aware of growing concern around the availability of suitably qualified stewards for SGSA licensed grounds, and the sports/events industry more widely. In October 2021, we surveyed local authorities which identified difficulties in recruiting sufficient quality and quantity of trained stewards. As a result, we secured funding from DCMS to conduct two phases of research into the long-term sustainability of the stewarding role.

The first phase, completed at the start of 2022 by NatCen, aimed to gain an understanding of the current labour market for stewarding. The research identified significant concerns among stakeholders that a shortfall of stewards, alongside an unusually high number of live events scheduled for summer 2022, will create a 'perfect storm' which puts public safety and the ability for events to go ahead at risk. The SGSA provided the research to Government to inform its next steps.

The second phase of research commenced in March 2022 to examine the structural issues leading to the current challenges across the events sector. This includes the sustainability of the stewarding function including roles, responsibilities, recruitment and retention issues. The evaluation has been conducted by 2CV Research, with a report due in the summer.

Spectator injury statistics

Each season, the SGSA aims to publish a report on spectator injury data. However, a report for the 2020/21 season was not produced. This is because comparable injury data was not available due to the majority of fixtures that season taking place without spectators present.

The spectator injury data report will recommence for the 2021/22 season, with the report published in 2022-23.

Evidence base growth

The SGSA is committed to developing its evidence and research capability to inform its decision making. Over the last year, we have commissioned research in relation to:

- Licensed standing in seated areas.
- Stewarding.
- Neurodiverse spectators.

Further to this, we launched a new partnership with the University of Edinburgh, which sees the creation of a PhD studentship focused on understanding the drivers of safety at major sporting events. This will commence in September 2022.

Guidance and support

Medical incidents at football grounds

In March 2022, the SGSA published new guidance for grounds to address issues arising from crowd related medical incidents which had been occurring over the course of the 2021/22 season. The guidance was developed in partnership with other footballing bodies and the National Events Medical Advisory Group. It aimed to assist Safety Officers to prepare for these types of incidents and to clarify with event day partners the roles and responsibilities of various medical staff present at events.

Spectator behaviour and pyrotechnics

Since the start of the 2021/22 season, a Pyrotechnics Working Group has been in place, made up of partners from the football sector to address the issues related to the illegal use of pyrotechnics at grounds. This Group has produced an education toolkit for clubs which contains key messages and information about the dangers of pyrotechnics and how they should be safely dealt with. It builds on the previous findings from an independent study commissioned in 2017 by UEFA and Football Supporters Europe.

Protect Duty

The SGSA responded to the Home Office consultation on the Protect Duty in July 2021. Since then, the SGSA has been in ongoing discussions with the Home Office and the National Counter Terrorism Security Office (NaCTSO) to enable appropriate advice and support to be given to sports grounds when the Protect Duty requirements are introduced, anticipated to be in Autumn 2022.

Safety Committee

The SGSA continued to chair the sector's Safety Committee, with two meetings held during the year. This brings together representatives from football grounds, local authorities, football bodies, the police and DCMS and helps to build joint working. Subjects discussed during the year included:

- Baroness Casey's recommendations for national consideration.
- COVID-19 and the impact on sport.
- Anti-social behaviour and pyrotechnics.
- Latest research on safe standing.
- Stewarding.

Alongside the Safety Committee, we continued to support the SAG regional chairs network.

Working with other regulators

The SGSA continues to work with other regulators in different elements of sports ground safety. This includes working with the Security Industry Authority on the occupational standards for stewarding and the Equality and Human Rights Commission on accessibility.

Raise the Profile of Safety

Strategic priority:

Raise the profile and status of sports grounds safety in the UK and internationally by:

- Driving a strong partnership approach to sports grounds safety.
- Deepening our engagement with fans.
- Developing long-term campaigns to promote safety at sports grounds.
- Championing the sports grounds safety sector.

Overview

During the COVID-19 pandemic, the prominence and reputation of the SGSA, and sports ground safety generally, has increased significantly. Our focus over the last year has been to build on this to further establish the SGSA as the world's leading authority on sports grounds safety, as well as raising the profile of safety more generally.

We have done this through the publication and promotion of leading guidance, the establishment of online training and professional development opportunities and the strategic use of communications tools to share messages about our work.

Event Safety Management

In September 2021, the *Supplementary Guidance 03: Event Safety Management* document was published. This was the culmination of two years work by the editorial team made up of SGSA Inspectors Ken Scott, Martin Girvan, Jill McCracken and Rick Riding, along with Technical Editor, Simon Inglis, with production supported by the communications team.

The document is a comprehensive guide to key elements involved in the planning and delivering of safe events. It outlines the full event planning cycle and provides event management and safety teams with the tools to effectively deliver safe events for all.

Safe events are achieved through a balance of good management and design. The focus of the SGSA in creating this guidance was to provide individuals in the management, organisation or hosting of an event, with the tools to ensure the safety of anyone attending their events.

The document brings together the following core elements of event safety management:

- Management responsibilities.
- Event safety personnel.
- Risk management.
- Incident management.
- Contingency planning.
- Operations Manual.
- Event Management Plan.
- Event Record, review and audit.

Launch

The guidance was launched at a special reception in London, bringing together select stakeholders. The attendees were provided with copies of the document, as well as hearing from Paralympic Gold medal winner Hannah Cockroft OBE.

Sales

Between its launch in September 2021 and 31 March 2022, 704 copies of the document were purchased.

Training

To support the publication of the guidance, the SGSA established a Planning Safe Events online training course. Seven sessions were held between November 2021 and March 2022, including two specifically for cricket grounds.

100% of delegates who responded to a feedback survey have rated the sessions as excellent or good. These sessions have so far generated over £10,000 of income. The training will continue in 2022-23.

90%

of purchasers rated it as very good or excellent.

“

Really useful for events planning. We work with our local authority on their events, and it is also a godsend for the organisers in both camps.

”

“

Clear guidance that helps you deliver smoother operation on matchdays.

”

Other achievements

Local authority safety certification training

In April 2021, the SGSA launched an online training course focused on Local Authority Safety Certification. The training aims to support those responsible for safety certification, covering topics including legislation, certification processes and administration and safety advisory groups.

In total, nine sessions were held between April 2021 and March 2022. Feedback has been positive, with 97% rating the course as excellent or very good.

“
Knowledgeable presenters
and really well-presented
sessions by all. Opportunities
for interactive sessions. Well
co-ordinated. Excellent course
material.”

Accessible Stadia guidance

The SGSA has continued to support Level Playing Field in its review of the *Accessible Stadia* guidance. While the SGSA is not directly involved in its writing, we will continue to advise on its development and implementation. The guidance is due to be published during 2022-23.

Neurodiversity research

In August 2021, the SGSA published research into the access needs of neurodiverse sports fans. The research was carried out in partnership with Level Playing Field and conducted by NatGen.

The findings highlighted that, although participants reported positive experiences attending live events, there were many areas where experiences could be improved, and there is scope for further support. Suggestions for improvements were made across the whole of the spectator journey: from those related to ticketing and information provision before the match, to the day itself.

Guide to Safety at Sports Grounds

The *Guide to Safety at Sports Grounds* (Green Guide) continues to be the guidance document of choice for sport venues around the world. Between 1 April 2021 and 31 March 2022, 310 copies of the Green Guide were purchased. Since its publication in October 2018, nearly 3,000 have been purchased.

During 2021-22, the SGSA established a contract with EBSCO, to enable academic access to the digital version of the Green Guide. This would enable students to use the guide as part of their course learning materials if the institution they are registered to has purchased access from EBSCO.

10-year anniversary

In November 2021, the SGSA celebrated its 10-year anniversary. We highlighted some of our most significant pieces of work and the impact they have had, including:

- Improving safety across the whole of the UK.
- Producing world-leading guidance.
- Strengthening safety at global events, such as the Olympics 2012.

Academic forums

The SGSA continues to build its links with leading academics by holding regular forums on specific subject areas. Two forums were held during 2021-22. The first, in May 2021, focused on women's football. This looked at preparing the women's game for the future, particularly around the licensing framework, the infrastructure needed and fan engagement. The second focused on the disorder at Wembley Stadium during the Euro 2020 Final, in July 2021, led by Professor Geoff Pearson, who contributed to the Baroness Casey Review into those events.

Listening to stakeholders

Each year, we ask our stakeholders for their views about the SGSA. The results help us to understand our performance as a regulator and advisory body.

The results of the 2022 stakeholder survey included:

89%

of respondents agreed the SGSA delivers a high-quality service.

1 percentage point decrease since last year.

85%

of respondents agreed the SGSA is an effective regulator.

7 percentage point decrease since last year.

82.5%

of respondents rated the SGSA's overall performance as 8 out of 10 or higher.

0.5% increase since last year.

71%

of respondents agreed the SGSA is the world's leading authority on sports grounds safety.

7 percentage point decrease since last year.

Spectator behaviour was identified as a priority for the SGSA. Other priorities included safe standing and support for local authorities and grounds in the recovery from the pandemic.

Overall, the results suggest a small decrease in the reputation of the SGSA amongst stakeholders. It should be noted, however, that the survey has a relatively small sample size, which can exaggerate minor variations. The findings show consistent levels of recognition and support for SGSA from stakeholders. Feedback suggested that the SGSA should do more to support partners and raise the profile of safety overall. This is part of the strategic plans for the organisation going forward.

Working in partnership

Over the last year, the SGSA has continued to develop strong partnerships with a range of organisations with the aim of promoting safety at sports grounds.

We have continued to work with Local Authority Building Control (LABC) in the development of a new Level 6 qualification for building control officers. This project will continue through 2022-23.

We have also continued our long-standing relationship with the European Stadium and Safety Management Association (ESSMA) to support the further development of safety and security of football stadiums across Europe.

Engaging with fans

Over the last year, the SGSA has made strides in building on engagement work with fans. We are committed to improving this in order to better understand fan concerns and desires, and to increase awareness of the work undertaken across the country to keep them safe.

This has included increased engagement with fan and representative groups including the Football Supporters' Association (FSA), Kick It Out and Level Playing Field.

Promoting safety

The SGSA is committed to promoting safety at sports grounds through speaking at conferences and events across the world. The COVID-19 pandemic has impacted this. However, the team has been involved in a number of events during 2021-22, including:

- Football Safety Officers Association Conference, 2021.
- ESSMA Summit, November 2021.
- Major Events International Summit, February 2022.
- Delivering Major Sporting Events – The UK Experience, online event, March 2022.
- ESSMA Safety and Security Workshop, March 2022.
- Department for Communities Conference, Northern Ireland, March 2022.
- Coliseum Summit Europe, March 2022.

SGSA website

The SGSA's website, at www.sgsa.org.uk, aims to be a knowledge bank for those involved in safety at sports grounds.

Between 1 April 2021 and 31 March 2022 there were 164,255 pageviews of the website from 77,472 users. This represents an 8% and 31% increase respectively on the same period in 2020-21.

Partner of Choice

Strategic objective:

Become the strategic safety partner of choice for governments, sport governing bodies and the organisers of major events by:

- Supporting major events, prioritising those taking place in the UK.
- Enhancing the range and impact of our training and advisory services.
- Setting and driving up standards internationally.
- Promoting our work with and through the UK Government.

Overview

While the SGSA's regulatory responsibilities only cover football grounds in England and Wales in the Premier League and EFL, along with Wembley and the Principality Stadium, the SGSA continues to support the union by working within all four nations of the UK.

Beyond this, the SGSA continues to be the go-to organisation for strategic safety advice for other sports, such as cricket, as well as associations across Europe and around the world.

Commonwealth Games 2022

In early 2021, the SGSA signed a Memorandum of Understanding with Birmingham City Council to support the delivery of the Commonwealth Games 2022.

The Commonwealth Games 2022 takes place between 28 July and 8 August, covering 27 sports using a mixture of new, existing and temporary venues across 10 local authority areas. As a multi-sport, multi-venue event, the Commonwealth Games poses distinct safety and security challenges. This is complicated further by the UK 'reopening' following the COVID restrictions, with numerous large events taking place across the summer.

The SGSA is providing strategic advice to Birmingham City Council, as the host city, and the other local authorities hosting events as well as the Commonwealth Games Organising Committee. Two Inspectors, Martin Girvan and Mark Holland, are providing a dedicated resource to this work.

The commitment by the SGSA to ensure a safe and secure Commonwealth Games involves attending safety advisory group meetings held by each local authority for each venue as well as assisting to review the venue specific comprehensive safety management documentation prepared by the Organising Committee.

The rebuilt Alexander Stadium, host venue for the opening and closing ceremonies as well as the athletics competition, has recently been designated under the Safety of Sports Grounds Act 1975. The SGSA provided advice to DCMS and Birmingham City Council regarding the designation of the venue.

The competition venues are a mix of certificated sports grounds, indoor multi-purpose venues as well as non-certificated outdoor sports grounds. Through the high-level strategic Safety Management Group, the guiding principles of the *Guide to Safety at Sports Grounds* (Green Guide) and its relevant supplementary guidance has been adopted as the standard for all venues. This has ensured a consistent approach, uniform safety management plans and allows for interoperability of staff across the venues. Each venue is being operated as though a safety certificate is in place.

To date, the SGSA team has attended around 40 safety advisory group meetings, as well as conducting various site visits.

Other achievements

Northern Ireland

Since 2017 the SGSA has worked with Sport Northern Ireland. We provide advice, guidance and support to local authorities across the provinces, along with working with sports grounds for the three major sports – football, Gaelic football and rugby union – to ensure safety.

SGSA Inspectors Peter Weymes and Mark Holland work closely with the individual grounds and local authorities to support all safety-related aspects. They have supported Sport Northern Ireland during the pandemic with planning for the return of spectators.

In September 2021, the SGSA team visited all 29 venues. It was noted that some major improvements had been made to grounds with new CCTV systems, replacement of public address systems, the building of control rooms, and the installation of turnstile monitoring systems.

In addition, we continue to support Northern Ireland Executive's Department for Communities and the delivery of the regional stadia programmes through our presence on the Safety Technical Group and the provision of advice and guidance related to the development of Casement Park, the principal Gaelic Athletic Association stadium in Belfast.

Scotland

In 2020-21 the SGSA commenced a new contract with the Scottish Government. The purpose of the work is to improve the quality and consistency of safety certification of sports grounds by local authorities.

Due to the pandemic, the work in Scotland was largely on hold. However, we continued to provide support and advice on the planning for social distancing and the wider return of spectators to sports grounds. In 2022-23, the contracted work will recommence.

Wales

The SGSA has continued its contract with the Football Association of Wales (FA Wales) to conduct capacity calculations at grounds within the Cymru Premier League as well as other Tier 2 promotion candidates. During the last year, four new capacity calculations were conducted, along with three re-visits to grounds to follow up on previous recommendations. In addition, 15 update reports were completed.

The SGSA is also providing ongoing support to the three clubs likely to be promoted to Tier 1, offering support and recommendations on how these clubs can achieve Tier 1 status. This work continues into 2022-23.

Women's football

In September 2019 the SGSA began a partnership with the Football Association (FA) to support the safety and security of women's football. During 2021-22, the lead for women's football, Jill McCracken, has worked closely with the FA to establish minimum safety management standards which could be utilised across the varied range of venues within the women's football pyramid.

In addition, the last year has seen improved approaches for information sharing and discussions around safety issues. In particular, there has been a focus on fan forums around spectator behaviour within the women's game. The SGSA has provided guidance to support operations manuals for venues not subject to regulation.

This partnership will continue ahead of the Women's Euro's 2022 being held in England.

Cricket

During the last year the SGSA has continued its work with cricket through a long-standing contract with the England and Wales Cricket Board (ECB). This partnership has been in place since 2016 and has seen developments in safety and security at cricket venues across the country.

In April 2021, a new five-year contract with the ECB was signed. This embeds the SGSA's involvement with cricket and enables long-term planning in the support and advice provided.

Over the last year we have supported individual grounds to prepare for the return of spectators following the easing of COVID restrictions. This included reviewing operational plans and procedures. In addition, the team conducted 16 virtual tabletop exercises for cricket grounds, focused on coping with the challenges of changing COVID restrictions and testing of contingency plans, as well as preparing for the first season of The Hundred.

The team continued to support the readmittance of spectators, by attending Safety Advisory Group meetings and conducting a number of matchday visits through the season.

“
Thanks so much for facilitating the session with the Hundred team, it was really beneficial for the team and incredibly well organised.
”

Working with FIFA

In December 2021, the SGSA signed a three-year contract with FIFA, building on the previous work in Africa, to provide a more scalable and sustainable support for its member associations. This work will begin in earnest in 2022-23 and include the establishment of training programmes and support materials which will be available for member associations through FIFA's online platforms.

In March 2022, FIFA published its new safety and security guidance for competitions and events. This referenced the SGSA and links to the Green Guide throughout the document. This is an important milestone for the SGSA's relationship with FIFA, as it is rare for the organisation to cite and link to external guidance. The document is on the FIFA website and has been issued to all 211 member associations.

Australia consultancy

Since 2021, the SGSA has provided consultancy in Australia for compliance against the sixth edition of the Green Guide in the redevelopment of two stadiums – the Sydney Football Stadium and the Melbourne Marvel Stadium. This has continued through 2021-22.

Council of Europe

The SGSA continues to be held in the highest regard by international stakeholders in safety and security. Over the last year, representatives have attended online CEN meetings to support the drafting of new British standards for Zone Ex, stadium capacity calculations and communication systems, as well as update standards on the service area of stadiums.

In addition, the SGSA continues to work with the Council of Europe Convention on an Integrated Safety, Security and Service Approach at Football Matches and Other Sports Events Standing Committee providing recommendations on sports grounds safety legislation and steward training.

Portuguese authority training

In February 2022, the SGSA delivered a bespoke online training package for members of the Portuguese Authority for the Prevention and Fight Against Sports Related Violence. The session, conducted over three days, saw SGSA Inspectors providing an overview of technical standards and safety management procedures for sports grounds safety.

The sessions were supplemented with an in-person visit from a Portuguese delegation to two London-based clubs in April 2022. These saw the information taught during the online sessions put into practice during a stadium inspection at Fulham FC and a matchday inspection, conducted at Brentford FC.

Strengthening processes

During 2021-22, significant work has been conducted to strengthen the processes involved in the selection and management of advisory services within the SGSA. This has included developing a standardised terms and conditions and the implementation of new procedures, which outlines the assessments to be conducted for each new contract. This work continues to professionalise the service offered to customers.

Supporting Government

The SGSA is committed to using its knowledge and expertise to support the Government in its policy decisions around sport and safety. This includes supporting the Government's bid to host the UEFA Euro 2028 Championship currently being developed and speaking as part of trade seminars to countries around the world.

Increase Efficiency

Strategic objective:

Improve our efficiency and performance as a non-departmental public body by:

- Investing in our workforce.
- Ensuring that we have or can access the full range of professional capabilities and competencies.
- Increasing our digital capability and skills.
- Securing value for money for the taxpayer.

Overview

The SGSA is a small organisation. We must be lean and efficient in our operations to both discharge our statutory duties and meet the growing demand for our services. Our biggest asset is our people, and we aim to support their professional development and equip them with the best tools to do their jobs to enable us to reach our true potential.

Over the last year, the team has taken the opportunity to enhance its procedures to be as efficient and effective as possible. This has included investing time and resources into improving our IT systems.

Workforce planning and staff engagement

The SGSA has established a workforce planning project to identify current and future human resourcing issues. As part of this, we have contracted Choices HR to undertake a review of the workforce and provide recommendations. This project is as a result of findings from previous People Surveys, as well as progressing the delivery of our strategic objectives.

Initial findings from the project include a need to increase administrative support to the Secretariat, and a desire from staff to become both mentors and mentees.

Additional resources

During 2021-22, the SGSA welcomed two additional members of staff. These have been appointed to improve the resilience of the team, based on the findings of the workforce planning project.

Andy Robinson was reappointed as an Inspector in April 2021, having previously been in the role until 2019.

Monica Gameiro was appointed in July 2021 as Communications Assistant. Her role was subsequently extended in September 2021 to include a role in supporting the policy work of the SGSA.

Deputy Heads of Inspectorate

Two new Deputy Heads of Inspectorate roles were created in July 2021 to assist Ken Scott in his role as Head of Inspectorate. Each of the roles focus on a particular area of the SGSA's activities. The appointees were selected following an open process within the Inspectorate. Rick Riding was appointed as Deputy with a focus on advisory work; and Martin Girvan was appointed as Deputy with a focus on regulatory work.

These new roles not only support the Head of Inspectorate and Chief Executive in the oversight and line management of the Inspectorate, but also provide progression opportunities.

Listening to staff

In November 2021 we asked staff about their views of the organisation in our annual People Survey. During the last 12 months we have continued to focus on improving the systems and procedures in place to enable efficient working. The results have been positive, as outlined overpage. It should be noted, however, that the survey has a small sample size, which can exaggerate minor variations.

100%

of staff agree that they are treated fairly.

5 percentage point increase since 2020; 28-point increase since 2018.

95%

of staff agree they can rely on colleagues to give help and support.

10 percentage point increase since 2020; 12-point increase since 2018.

95%

of staff agree their work is both challenging and interesting.

10 percentage point increase since 2020; 6-point increase since 2018.

95%

of staff agree they have the resources and information needed to do their job effectively.

5 percentage point increase from 2020; 40-point increase since 2018

95%

of staff agree the SGSA respects individual differences.

5 percentage point increase since 2020; 15-point increase since 2018.

90.5%

of staff would recommend the SGSA as a great place to work.

0.5 percentage point increase since 2020; 7.5-point increase since 2018.

86%

of staff agree that the SGSA attracts and retains well-qualified and experienced employees.

26 percentage point increase since 2020; 42-point increase since 2018.

81%

of staff agree that they have received the training and development they need.

16 percentage point increase since 2020; 59-point increase since 2018.

62%

of staff agree the SGSA provides opportunities for personal growth and development.

2 percentage point increase since 2020; 57-point increase since 2018

The survey found some areas to be looked at, as outlined below. These will be addressed over the next year.

37

percentage point decrease in the number of staff who agree that the Board contributes to the success of the SGSA.

14

percentage point decrease in the number of staff who agree that everyone works well together as a team at the SGSA.

9

percentage point decrease in the number of staff who agree that they find it easy to discuss matters openly with their line manager.

Other achievements

Finances

The Accounts have been prepared in accordance with the Accounts Direction given by the Secretary of State for Digital, Culture, Media and Sport under the Sports Grounds Safety Authority Act 2011. We continued to operate within a prudent financial framework. Net expenditure, including depreciation for the year, amounted to £1,631,369 (£1,640,159 in 2020-21) against a departmental expenditure limit (DEL) set by DCMS of £1,994,000.

Income

Following the successful launch of the *Supplementary Guidance 03: Event Safety Management*, income increased by 5.4% from 2020-21. This offset a slight decrease in advisory income which had been lifted the previous year as a result of significant work providing advice in relation to COVID-19.

Staff costs

Overall staff costs at £1,451,448 were an increase of 5.3% on the previous year. During the year we recruited a part-time Inspector to provide resilience to the Inspectorate, a Communications Assistant and increased the number of days that our Chair is employed by one day per week.

Purchases of goods and services

At £524,159 overall purchases of goods and services (excluding depreciation and loss on disposal of fixed assets) decreased by 5.9% from 2020-21.

As travel became easier this year the costs relating to travel and subsistence increased accordingly. However, the move out of Fleetbank House into 10 South Colonnade in August 2021 brought significant savings in rent, rates, service charges and some IT infrastructure related costs.

Capital expenditure

Capital expenditure amounted to £6,000 against a capital departmental expenditure limit (CDEL) set by DCMS of £190,000.

CDEL including budget cover for the possible capitalisation of our 10 South Colonnade office Minor Occupier Terms of Occupation (MOTO) was granted to the SGSA following the approval of a supplementary estimate in March 2022.

Due to the nature of the final MOTO agreement, it was not appropriate to capitalise future rental payments. New capital expenditure was entirely on office furniture.

The Statement of Financial Position as at 31 March 2022 shows net assets of £340,380 (£344,749 in 2020-21).

Organisational review

Since November 2021, the SGSA has been subject to an organisational review, as part of the Government's new Arm's-Length Bodies Review Programme. The review has been conducted by an independent lead reviewer, David Rossington, on behalf of the Cabinet Office.

The draft outcomes of the review were shared in May 2022 and work will take place during 2022-23 to implement the final recommendations.

Crisis response plans

During 2021-22, the SGSA reviewed and updated its emergency procedures to ensure the organisation was prepared for emergency situations. This included developing an overarching Crisis Response Plan, along with a Crisis Communications Plan and Business Continuity Plan. A tabletop exercise to test the plans was conducted at the SGSA's joint annual meeting in November 2021, with Board and staff members involved.

Delivering with others

During 2021-22 the SGSA has continued to work with a number of external organisations to support the delivery of our priorities. This has included NatCen, which has supported our stewarding and neurodiversity research.

We have also worked with Choices HR, which provides human resource support, particularly through our People Survey and TLT LLP which provides legal support to our policy development.

Improving IT systems

The SGSA has continued to invest resources into the development of IT systems to improve the efficiency and consistency of information and inspections. This work, led by Jason Clotworthy and Ann Ramage, has seen the expansion of new matchday inspection report templates, along with local authority audit templates created using the PowerApps system, which allows for easy recording and updating.

We have also continued our engagement with an external IT support provider, Qlic IT.

Information security

The SGSA is currently implementing a new ISO 27001 based information security management system (ISMS), to help protect the organisation against cyber attacks. ISO 27001 is the only auditable international standard that defines the requirements of an ISMS.

The ISMS is designed to ensure the selection of adequate policies, procedures and controls to ensure that we protect the information we hold in line with our legal and regulatory requirements.

Office move

In August 2021, the SGSA moved its headquarters office to the Government building at 10 South Colonnade, Canary Wharf. This move has coincided with a hybrid form of working practices for the Secretariat team, with a greater reliance on home working. This has been successfully used during the pandemic and will continue going forward.

Freedom of Information requests

During 2021-22, the SGSA received 104 Freedom of Information requests from 17 individual requestors. All of these were dealt with appropriately and in line with the Freedom of Information Act.

Complaints to the Parliamentary Ombudsman

During 2020-21, the latest year for which information is available there were no complaints to the Parliamentary Ombudsman in respect of the SGSA. The SGSA has a complaints policy which is detailed on our website at www.sgsa.org.uk/complaints.

Health and safety

The SGSA continued to implement its Health and Safety Policy, approved in January 2020. This included through regular meetings of a dedicated internal group. Over the last year, the health and safety of our team in light of the pandemic has been a leading issue. This was addressed in both the Health and Safety Group and the COVID-19 Working Group, as detailed on page 15.

Sustainability issues

During the year wastepaper, plastics, cardboard and other materials were recycled under the processes managed by the Government Property Agency at Fleetbank House until August 2021, and at 10 South Colonnade from the same month.

Individual environmental performance indicators for the SGSA are not available.

As the SGSA occupies fewer than 1,000m² and has less than 250 staff we fall within the exemption criteria of the Greening Government Commitment and is not required to produce a sustainability report.

The organisation is however determined to reduce its impact on the environment. New ways of working since the start of the pandemic including a greater reliance on virtual meetings and reducing the frequency of monthly in-person all staff meetings has significantly reduced our carbon emissions from travel.

Commitment to Equality

The SGSA is under a positive duty to advance equality of opportunity, eliminate discrimination and foster good relations when exercising their functions. The SGSA must set specific objectives to advance equality to demonstrate compliance with the duty, as outlined below. In December 2021, two staff members, Andrea Jones and Ann Ramage, were selected as equality, diversity and inclusion champions for the organisation.

Our objectives for 2022-23 are:

Build an inclusive organisational culture by embedding equality, diversity and inclusion in our internal work and practices

We will do this by:

- Creating an Equality, Diversity and Inclusion Working Group to create cross organisation support and buy-in.
- Reviewing and updating the SGSA's internal policies and procedures to embed equality, diversity and inclusion in all we do.
- Embed inclusivity through training and openness and transparency in decision making.
- Reviewing and updating the SGSA's recruitment processes to ensure they are open and inclusive.

Promote equality, diversity, and inclusion in the sport safety sector

We will do this by:

- Working with external partners to promote equality, diversity and inclusion in safety at sports grounds, including Level Playing Field and women's football.
- Conducting research into the diversity of the sports safety sector.
- Developing an evidence base to identify engagement opportunities.
- Promoting equality, diversity and inclusion using the SGSA's communications channels.

Looking Ahead

As noted on page 38, the SGSA has been reviewed as part of the Government's public bodies reform programme, the recommendations of which will be considered and implemented throughout the year. In addition, recommendations from the Fan Led Review of Football Governance and the Baroness Casey Review into the events surrounding the UEFA Euro Final at Wembley in July 2021 have significant impact on our work. Finally, we will be evaluating the success of the licensed standing programme and working with Government on the next steps.

Alongside this, we will continue to work towards achieving our strategic objectives. Our work over the next year will include the following:

Continuously improve our performance as the safety regulator for football grounds in England and Wales

- Complete and publish independent evaluation of licensed standing early adopters. Subject to positive evaluation, work with Government to extend this beyond the 2021/22 season.
- Work in partnership to address systemic issues relating to stewarding.
- Work with the Home Office to agree the SGSA's role in relation to enforcement of the Protect Duty at sports grounds.
- Strengthen our evidence base, including through further engagement with academia.

Raise the profile and status of sports grounds safety in the UK and internationally

- Commission a new corporate website for the SGSA.
- Host a major conference at the Etihad Stadium, Manchester.
- Deliver a campaign aimed at deterring the use of pyrotechnics at football grounds, supported by partners.
- Support the UK Government and the five national Football Associations in the bid to host the UEFA Euro 2028 Championship.
- Support European initiatives on safety at sports grounds.

Become the strategic safety partner of choice for governments, sport governing bodies and the organisers of major events

- Support the delivery of a successful and safe Commonwealth Games 2022, as the strategic safety partner for Birmingham City Council.
- Deliver on our existing and future advisory service commitments.

Improve our efficiency and performance as a non-departmental public body

- With DCMS and others, implement recommendations from the organisational review.
- Further professionalise the Inspector role and provide learning opportunities for all staff.
- Maximise efficiency of new hybrid working arrangements.
- Implement ISO 27001 policies.

Martyn Henderson OBE

Chief Executive

29 June 2022

Accountability Report

Corporate Governance Report

Director's Report

Chair



Derek Wilson

Appointed: 1 April 2021

Derek Wilson was appointed as Chair of the SGSA by the Secretary of State for Digital, Culture, Media and Sport.

Derek has been a specialist sports architect for 30 years. His career in stadium design forged his special interests in safety, accessibility and major events. Along with being a former SGSA Board member, he has contributed to numerous standards and safety guidance publications.

Board Members

The SGSA Board Members during 2021-22 were:



Rimla Akhtar OBE
Reappointed 1/10/2020
until 30/09/2023



Janet Johnson
Chair, Audit & Risk Committee
Reappointed 1/10/2020
until 30/09/2023



Susan Johnson OBE
Reappointed 08/02/2022
until 07/02/2023



Philip Kolvin QC
Reappointed 08/02/2022
until 07/02/2023



David Mackinnon
Reappointed 08/02/2022
until 07/02/2023



Dame Jil Matheson
Reappointed 12/12/2021
until 11/12/2024



Jane Sawyers QPM
Reappointed 12/12/2021
until 11/12/2024

Inspectors

As at 1 July 2022



Ken Scott MBE
Head of Inspectorate



Martin Girvan
Deputy Head of Inspectorate –
Regulatory



Rick Riding
Deputy Head of Inspectorate –
Advisory



Tim Burgin



Lou Elliston



Geoff Galilee



Mark Holland



Wendy Harnan-Kajzer



Jill McCracken



Ann Ramage



Andy Robinson



Mark Smith



Peter Weymes

Secretariat



Martyn Henderson OBE
Chief Executive and
Accounting Officer



Gavin Jenkins
Head of Corporate
Services



Andrea Jones
Head of Communications and
Stakeholder Engagement



Paul McCormack
Head of Policy



Darren Whitehouse
Head of Strategy and
Partnerships



Jason Clotworthy
IT Services Manager



Stephen Podd
Deputy Finance and
Office Manager



Monica Gameiro
Communications
Assistant

Board Member register of interests

Board Members are appointed for three-year terms and are required to declare at the start of all Board meetings any company directorships or interests that could conflict with their responsibilities. The copy of the register of interests is available at www.sgsa.org.uk/board.

Dame Jil Matheson was a Trustee of NatCen Social Research (NatCen) until February 2022. During 2021-22, the SGSA paid £39,463 to NatCen for research to gain an understanding of the labour market for stewarding and research to explore the accessibility needs of neurodiverse fans. Jil played no part in the decision to award the work to NatCen.

Staff register of interests

Staff are contractually required to declare in writing any personal or business interests that may conflict with the performance of their duties.

Personnel changes

Ken Scott's term of office as Acting Chief Executive came to an end on 4 June 2021 with the return of Martyn Henderson from his secondment to DCMS.

As noted on page 35, the SGSA appointed Andy Robinson as an Inspector in April 2021 and Monica Gameiro as Communications Assistant in July 2021.

During 2021-22 staff turnover was zero.

Staff recruitment

We aim to recruit and retain the best staff to enable us to deliver our business. Our policy is to ensure that all recruitment and selection decisions are based on merit, following a fair and open competition. All applicants and employees will be treated fairly and according to this policy and procedure.

Our recruitment policy has been accredited by the Civil Service Commission until 15 February 2025.

Prompt payment

We support the principles of the Prompt Payment Code. In every case during the past year, we have paid in full within the previously agreed period, subject only to satisfactory performance by the supplier and the timely presentation of an accurate invoice. The SGSA dealt with 100% of such invoices within 30 days (2020-21: 100%).

Data loss disclosure

The SGSA has suffered no protected personal data incident during 2021-22 or prior years and has not reported any such incidents to the Information Commissioner's Office.

Reporting of civil service and other compensation schemes – exit packages (audited)

There have been no exit packages agreed during 2021-22 (2020-21: no packages agreed).

Tax assurance

The SGSA has no off-payroll appointments (compared to no off-payroll payments in 2020-21).

Losses and special payments (audited)

There were no losses or special payments that require disclosure because of their size or nature in 2021-22 (none in 2020-21).

Monitoring spending on consultancy and temporary staff

During 2021-22 the SGSA spent £12,424 on consultancy services (2020-21: £47,805) and nil on temporary staff (2020-21: nil).

Martyn Henderson OBE

Chief Executive

29 June 2022

Statement of Accounting Officer's Responsibilities

Under Section 22 of Schedule 1 to the Sports Grounds Safety Authority Act 2011, the Secretary of State for Digital, Culture, Media and Sport, with the consent of HM Treasury, has directed the Sports Grounds Safety Authority (SGSA) to prepare for each financial year a statement of accounts in the form and on the basis set out in the Accounts Direction.

The Accounts are prepared on an accrual basis and must give a true and fair view of the state of affairs of the SGSA and of its income and expenditure, changes in taxpayers' equity and cash flows for the financial year.

In preparing the Accounts, the Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- observe the Accounts Direction issued by the Secretary of State for Digital, Culture, Media and Sport, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgements and estimates on a reasonable basis;
- state whether applicable accounting standards as set out in the Government Financial Reporting Manual have been followed, and disclose and explain any material departures in the Accounts;
- prepare the Accounts on a going concern basis; and
- confirm that the Annual Report and Accounts as a whole is fair, balanced and understandable and take personal responsibility for the Annual Report and Accounts and the judgements required for determining that it is fair, balanced and understandable.

The Accounting Officer of the Department for Digital, Culture, Media and Sport has designated the Chief Executive as Accounting Officer of the SGSA. The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding SGSA assets, are set out in 'Managing Public Money' published by HM Treasury.

As the Accounting Officer, I have taken all the steps to make myself aware of any relevant audit information and to establish that the entity's auditors are aware of that information. So far as I am aware, there is no relevant audit information of which the auditors are unaware.

Governance Statement

Compliance with the Corporate Governance Code

A review of compliance with the Government's Corporate Governance Code of Good Practice 2017 (the Code) concluded that the SGSA has complied with the areas applicable to the SGSA as a non-departmental public body (NDPB).

Governance framework

The Accounting Officer of the SGSA is accountable to the Secretary of State for Digital, Culture, Media and Sport and the Permanent Secretary of DCMS, as its Accounting Officer, in his responsibility for maintaining sound systems of governance, risk management and internal control. These systems support the achievement of SGSA policies and strategic objectives, while safeguarding the public funds and assets for which he is personally responsible, in accordance with the responsibilities assigned to him in the HM Treasury guidance 'Managing Public Money'. He is also responsible for using the public funds and assets assigned to the SGSA economically, efficiently and effectively.

The SGSA Board consists of the Chair and seven Members appointed by the Secretary of State for Digital, Culture, Media and Sport in accordance with the requirements of the Sports Grounds Safety Authority Act 2011. The Board receives key reports from management including the management accounts and updates from the Audit and Risk Committee on risk, IT security and the Annual Report and Accounts. The Board has a corporate responsibility for:

- ensuring that the SGSA complies with any statutory and administrative requirements for the use of public funds and does not exceed its statutory powers or delegated authority;
- ensuring that high standards of propriety and corporate governance are observed at all times;
- establishing the overall direction of the SGSA within the policy and resources framework agreed with the Secretary of State; and
- overseeing the delivery of planned results through the monitoring of performance against objectives.

The Board is supported in fulfilling its responsibilities by the Audit and Risk Committee. The Committee has responsibility for oversight of issues of risk, control, health and safety and governance, reviewing the comprehensiveness of assurances in meeting the Board's and the Accounting Officer's assurance needs and reviewing the reliability and integrity of these assurances. Both the Board and Audit and Risk Committee are serviced by the SGSA Secretariat which provides the information to be considered.

In 2021-22 the Board met on six occasions, the Audit and Risk Committee on two. Details of Board Member attendance are shown in the table overpage.

Board Member	Board meetings attended	Audit and Risk Committee meetings attended
Derek Wilson	6/6	-
Rimla Akhtar	5/6	2/2
Janet Johnson	6/6	2/2
Susan Johnson	6/6	2/2
Philip Kolvin	5/6	-
David Mackinnon	6/6	2/2
Jil Matheson	6/6	-
Jane Sawyers	6/6	-

Board considerations 2021-22

During 2021-22 the Board considered:

- Implementation of licensed standing
- The Events Research Programme
- Neurodiversity research
- Licensing
- The Protect Duty
- Workforce planning
- The organisational review of the SGSA by DCMS

The Board also received regular updates on the SGSA's regulatory and advisory work, corporate and business plans, risk register, finance, HR, accommodation and communications.

Audit and Risk Committee

The Audit and Risk Committee operates in accordance with the principles and good practice described in the HM Treasury Audit Committee Handbook. In 2021-22 there were the following Members: Janet Johnson (Chair), Rimla Akhtar, Susan Johnson and David Mackinnon, all of whom were Members of the SGSA's Board. The Committee met twice in 2021-22. All meetings were attended by the Chief Executive, Head of Corporate Services and by representatives of internal and external audit.

The Committee reports on its work to the full Board. In 2021-22 the Committee considered a range of issues including the SGSA risk register, reviews provided by the internal auditors, as well as regular financial management issues and the Annual Report and Accounts. The Terms of Reference of the Audit and Risk Committee are available on the SGSA website.

The Committee provides the Board with reports on governance, internal control and risk management issues. The Committee's opinion for 2021-22 is as follows:

Having taken account of:

- its work throughout the year;
- assurances received through the Committee's discussions with the Chief Executive and SGSA staff on risk management;
- the formal opinions of the internal auditors (who identified no significant issues of internal control in 2021-22) on the effectiveness of the SGSA's framework for corporate governance, business continuity and financial systems; and
- the formal opinion on the accounts and the management report of the external auditors following the audit of the accounts

it is the opinion of the Audit and Risk Committee that the SGSA's arrangements for its own corporate governance, internal control, risk management and financial systems are sound.

The Committee is satisfied that the Accounts can be relied upon, that the Accounting Officer is entitled to rely on the assurances he has received from the internal auditor and that he can approve the Annual Report and Accounts 2021-22.

Risk and control framework

As part of its oversight of spectator safety at football grounds that host designated matches, the SGSA is required to manage risks which may have an impact upon the public. In this context it ensures that local authorities issue, monitor, review and enforce safety certificates to a reasonable standard. SGSA Inspectors undertake visits to grounds both on matchdays and when they are empty to ensure that responsibility for safety is taken seriously. They also consult with the relevant local authorities as part of their work. The majority of the risks faced by the SGSA are framed within this context.

The SGSA's management of risk is embedded in policy-making, planning and delivery as follows:

- the risk management policy recognises that the SGSA works in a complex multi-stakeholder environment, whereby external events have an impact on our purpose and organisational objectives and create risks which we must manage to the best of our ability. Our role is as a regulator, advisor and facilitator on matters of safety and as such many operational risks are not within our direct control;
- the risk register identifies the risks that might prevent us from achieving strategic priorities and/or the opportunities of which we might take advantage. Our objective must be to bring each risk down to a reasonably acceptable level at which it can be managed or controlled; and
- the SGSA does not hold any confidential personal information other than that relating to staff and applicants for employment. The SGSA suffered no data losses during 2021-22.

Approach to risk management

As the Accounting Officer, I oversee a review of risks on a regular basis. This examines both the risks to the SGSA from its policies and operations and those related to its constitution and internal management. The risk register sets out responsibility within the SGSA for the management of risk, assigning risk managers and identifying measures that have been taken, or are yet to be taken, to mitigate each one. The register is presented to each Board meeting for review.

During 2021-22, the Audit and Risk Committee has continued to monitor the risk register. This work has included regular management team reviews of the register. The risk register documents the strategic risks and mitigating actions. These are outlined overpage, along with links to the Strategic Plan 2020-24.

Risk Register (as at 31 March 2022)

Risk	Mitigation
Strategy link: Continuously improve our performance as the safety regulator for football grounds in England and Wales.	
Failure/injuries in an early adopter licensed standing area	<ul style="list-style-type: none"> • Robust early adopter criteria • Strong engagement with clubs on safety management • Robust evaluation methodology
SGSA is slow to respond to a major incident	<ul style="list-style-type: none"> • Crisis response plans reviewed • Tabletop exercise conducted with staff and Board in 2021 • Annual review of crisis plans built into corporate activities
Poor spending review outcome reduces available funding	<ul style="list-style-type: none"> • Regular liaison with DCMS policy team • Organisational review underway
Multiple incidents bring safety of football into question	<ul style="list-style-type: none"> • Development of new guidance and roll-out of low-cost, high-quality training • Matchday inspections and feedback in place, with escalation to governing bodies as necessary • New stewarding qualifications in place and focus on stewarding as live topic on certification • Close engagement with clubs and wider sport stakeholders
Serious incident at a ground licensed or advised by SGSA	<ul style="list-style-type: none"> • Resourcing, planning and delivery geared towards prevention • Procedures updated to clarify the Inspector role should incident occur whilst in attendance • Effective enforcement approach in place • Improved licence and local authority assessments
SGSA policies or actions are judicially reviewed	<ul style="list-style-type: none"> • Enforcement policy in place • Persistent standing enforcement approach subject to peer review • Monthly review of actions and decisions log
SGSA takes unsuccessful or inappropriate regulatory action	<ul style="list-style-type: none"> • Processes in place to engage staff, including annual review and staff handbook • Review of interim assessments • Matchday Standard Operating Procedures updated, to include recommendations from Internal Audit review

Risk	Mitigation
Strategy link: Improve our efficiency and performance as a non-departmental public body.	
Insufficient capacity of staff	<ul style="list-style-type: none"> • Utilise call-off arrangements to increase resilience • Line management of Inspectorate bolstered • Improved HR strategies, including developing a workforce strategy • Use of IT to include remote collaboration
Over-reliance on key personnel	<ul style="list-style-type: none"> • Oversight in place by Chief Executive and Head of Inspectorate • Introduction of opportunities to boost capability, such as partnerships with similar sized regulators • Recruiting 'specialist' Inspectors rather than generalists to ensure skills mix • Effective use of monthly staff meetings to share knowledge • Training budget available for staff to use • Increase in Chair's working hours in order to provide further support to the organisation
SGSA loses key personnel and is not able to replace them	
SGSA develops ineffective team culture	<ul style="list-style-type: none"> • Use of regular engagement opportunities to improve relations, such as the monthly meetings and annual joint meeting with Board • Bolstered performance management with new deputy position and annual review process • People survey 2021 indicated positive morale within staff
Efficiencies gained through pandemic are lost	<ul style="list-style-type: none"> • Move to hybrid working model with full staff engagement • People survey considers staff wishes on working patterns • The move to new office premises has reduced cost-base
SGSA loses access to vital systems or data	<ul style="list-style-type: none"> • Outsourcing of IT support to Qlic IT • Reviews and testing of Business Continuity Plan • Development of IT Strategy and ISO 27001 systems

Risk	Mitigation
Strategy link: Become the strategic safety partner of choice for governments, sports governing bodies and organisers of major events.	
SGSA loses market advantage	<ul style="list-style-type: none"> • Ensure engagement with Department for International Trade and other key partners (e.g. DCMS, FIFA) • Engagement with FIFA on new stadium guidance
SGSA is not perceived as strategic partner and does not attract advisory work	

Risk	Mitigation
SGSA does not meet client expectations	<ul style="list-style-type: none"> • Head of Inspectorate manages decision making on resource allocation for contracts, supported by newly appointed deputies • New standard operating procedures in place for advisory work • Use of skills/qualification matrix to identify most appropriate Inspectors to provide advice • Development of a technical library
SGSA cannot resource advisory work or does so at expense of regulatory work	<ul style="list-style-type: none"> • New Deputy Head of Inspectorate focused on advisory work to help with planning • Potential use of affiliates to support advisory work • Business and corporate planning helps to plan annual activity

Risk	Mitigation
Strategy link: Raise the profile and status of sports grounds safety in the UK and internationally.	
Organisational review does not lead to positive change/reform	<ul style="list-style-type: none"> • Regular liaison with DCMS policy team • Full engagement with strategic review
SGSA doesn't engage effectively with stakeholders including supporters	<ul style="list-style-type: none"> • Bolstered communications team to increase capacity • Forward communications look including holding a conference in 2022
SGSA fails to promote its work effectively	

COVID-19 pandemic

In March 2020, the SGSA reacted positively to the Government's lockdown requirements in response to the COVID-19 pandemic.

The Board has retained oversight of the internal COVID-19 Working Group and the work the organisation has carried out during the year via regular updates from the Chief Executive.

Review of effectiveness

As Accounting Officer, I also have responsibility for reviewing the effectiveness of the system of internal control. My review is informed by the work of the internal auditors and the SGSA's management team who have responsibility for the development and maintenance of the internal control framework, and comments made by the external auditors in their management letters and other reports. I have been advised on the implications of the result of my review of the effectiveness of the system of internal control by the SGSA Board and the Audit and Risk Committee.

During 2021-22 the SGSA's internal auditors carried out reviews of our compliance with Standard Operating Procedures and Commercial Income. Overall, they concluded that whilst some improvements were recommended to enhance the adequacy and effectiveness of the framework of governance, risk management and control, the SGSA's framework of internal control was fundamentally effective.

During the year, we received 104 Freedom of Information requests from 17 individual requestors all of which were responded to within the prescribed time limits.

The SGSA has an internal Whistleblowing Policy and a Gifts and Hospitality Policy. Both policies apply to all staff (permanent and temporary), contractors, agency staff and staff seconded to the organisation.

I have considered the evidence provided with regards to the production of the Annual Governance Statement. The conclusion of the review is that the overall governance and internal control structures have been appropriate for SGSA's business and have worked satisfactorily throughout 2021-22.

Corporate governance

The Annual Report and Accounts have been prepared in the form directed by the Secretary of State for Digital, Culture, Media and Sport, with the approval of HM Treasury, in accordance with Section 22 of Schedule 1 to the Sports Grounds Safety Authority Act 2011. The SGSA can supply a copy of the Accounts Direction on request. The Annual Report and Accounts were approved by DCMS Ministers.

The Comptroller and Auditor General is the appointed auditor of the SGSA. The Annual Report and Accounts are laid before Parliament by the Secretary of State in accordance with Section 24(b) of Schedule 1 to the Sports Grounds Safety Authority Act 2011.

No non-audit work was undertaken by our auditors.

Martyn Henderson OBE

Chief Executive
29 June 2022

Remuneration and Staff Report

For the purposes of the Remuneration and Staff Report, the senior managers of the SGSA are the Chair, Board Members, and Chief Executive.

Service contracts

The Constitutional Reform and Governance Act 2010 requires Civil Service appointments to be made on merit on the basis of fair and open competition. The Recruitment Principles published by the Civil Service Commission specify the circumstances when appointments may be made otherwise.

Unless otherwise stated below, the officials covered by this report hold appointments which are open-ended. Early termination, other than for misconduct, would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme.

Further information about the work of the Civil Service Commission can be found at www.civilservicecommission.org.uk.

Remuneration Policy

Remuneration of SGSA staff excluding members of the Board follows the pay policy of our parent department, the Department for Digital, Culture, Media and Sport.

Chair (audited)

The Chair is appointed by the Secretary of State for a term of three years.

The Chair's salary of £36,260 (full-time equivalent £90,650) for the year is based on a commitment of two days a week. Any increases are informed by the recommendations of the Senior Salaries Review Body. During 2021-22 the Chair attended six Board meetings and represented the SGSA at a number of other meetings. This included strategic meetings with Ministers and officials. Internally, the Chair engaged with staff and Board Members regularly.

The Chair receives normal travel expenses as required but does not receive any benefit in kind. The post does not carry any entitlement to a pension.

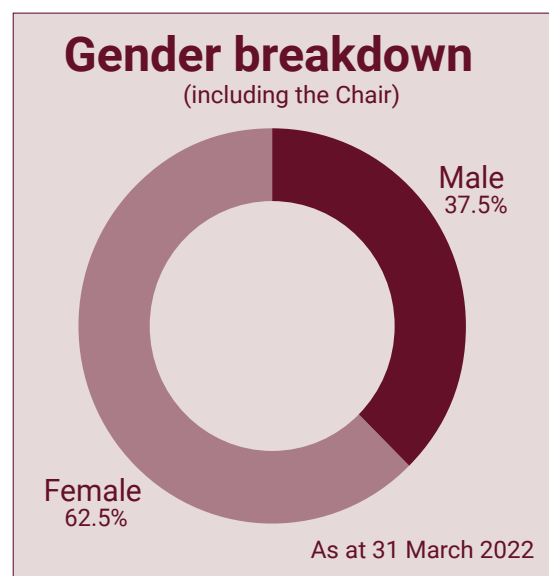
Board Members (audited)

Board Members are appointed by the Secretary of State for terms of no more than three years, and, in line with the Commissioner for Public Appointments' 2012 Code, no individual may serve in any one post for more than 10 years. In 2021-22 Members (excluding the Chair) were paid a daily fee of £265 for attending SGSA meetings (unchanged since 2017-18) and other events at which they represented the SGSA. The fee is authorised by DCMS, and any increases are informed by the recommendations of the Senior Salaries Review Body.

Board Members receive travel and subsistence payments where appropriate but do not receive any benefit in kind. In 2021-22 Board Members' travel and subsistence totalled £1,779 (£947 in 2020-21). Board Members do not have any entitlement to a pension. The following sections have been subject to audit.

Details of the total daily fees paid to Board Members (excluding the Chair) for meeting attendance and other Board duties in total for the year are as follows:

Board Member	2021-22 £	2020-21 £
Rimla Akhtar	1,855	1,855
Janet Johnson	1,855	1,855
Susan Johnson	1,590	1,855
Philip Kolvin	1,590	1,325
David Mackinnon	1,855	1,855
Jil Matheson	1,855	1,590
Jane Sawyers	1,590	1,590



Chief Executive and Acting Chief Executive (audited)

Martyn Henderson is seconded to the SGSA from DCMS. Any pay award and bonus he receives mirror those awarded to DCMS staff at the same grade and are based on agreed performance indicators. He does not receive any benefit in kind.

In March 2021, Martyn Henderson was seconded back to DCMS to lead the delivery of the Events Research Programme. This was a temporary move, with a return in June 2021. The Chair, with the agreement of the Board, promoted Ken Scott, Head of Inspectorate, to the role of Acting Chief Executive for the period of Martyn Henderson's secondment from 22 March 2021 to 4 June 2021.

The Chief Executive and Acting Chief Executive are eligible for a pension provided by the Principal Civil Service Pension Scheme. The scheme is an unfunded multi-employer benefit scheme. Employers' contributions are assessed by the Scheme Actuary and are based on a percentage of pensionable pay, according to pay bands. Full details of the Chief Executive and Acting Chief Executive's pay and pension costs are as below.

Single total figure of remuneration								
	Salary		Bonus payments		Pension benefits to nearest £1,000*		Total remuneration	
	2021-22 £'000	2020-21 £'000	2021-22 £'000	2020-21 £'000	2021-22 £	2020-21 £	2021-22 £'000	2020-21 £'000
Martyn Henderson (from 5 June 2021)	60-65**	75-80	5-10	10-15	40,000	48,000	105-110	130-135
Ken Scott (to 4 June 2021)	10-15***	0-5****	-	-	10,000	1,000	20-25	0-5

* The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) less (the contributions made by the individual). The real increase excludes increases due to inflation or any increase or decrease due to a transfer of pension rights.

** Annual equivalent £75-£80k

*** Annual equivalent £70k-£75k

**** Annual equivalent £60k-£65k

Salary

'Salary' includes gross salary, non-consolidated performance-related pay and any other allowance to the extent that it is subject to UK taxation. It does not include employer pension contributions and the cash equivalent transfer value of pensions. The SGSA did not offer any benefits in kind or pay any severance payments to senior managers in the year.

Bonuses

Bonuses are based on performance levels attained and are made as part of the appraisal process. Bonuses relate to the performance in the year in which they become payable to the individual.

The bonuses reported in 2021-22 relate to performance in 2020-21 and the comparative bonuses reported for 2020-21 relate to the performance in 2019-20.

Fair pay disclosure (audited)

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the lower quartile, median and upper quartile remuneration of the organisation's workforce.

During 2021-22 the full-time equivalent banded remuneration of the highest-paid director was £85-£90k (£85-£90k in 2020-21). This was 1.7 times the median remuneration of the workforce (excluding the highest-paid director) which was £50,474 (1.7 times the median remuneration of £50,078 in 2020-21), and an increase of 0.4%.

The multiple remained the same year on year as a result of no pay increase being awarded during the year due to the public sector pay freeze and zero staff turnover.

In 2021-22 salary and allowances paid to the highest-paid director reduced by 10.4% as a result of an additional allowance that he was entitled to as at 31 March 2021 in respect of the Government's Events Research Programme being no longer payable as at 31 March 2022. The bonus payable to the highest-paid director decreased by 30% during 2021-22 due to a decrease in the total amount of bonuses payable to Senior Civil Servants.

In 2021-22 the average salary and allowances paid to employees as a whole (excluding the highest-paid director) decreased by 2.3% from 2020-21 as a result of additional members of staff being recruited during 2021-22 at lower than the previous year's average pay. The average bonus payable to employees as a whole (excluding the highest-paid director) increased by an average of 6.0% to £1,364.

In 2021-22 the ratio between the highest paid director's remuneration and the pay and

benefits of the employee on the 25th percentile of pay and benefits (£50,101) of the entity's employees (excluding the highest-paid director) for the financial year was 1.7, and the ratio of the employee on the 75th percentile (£56,445) was 1.5.

In 2021-22, no other SGSA employees received remuneration in excess of the highest-paid director (2020-21, also none). Remuneration in the organisation, including the highest paid director, ranged from £20–£25k to £85–£90k (£25–£30k to £85–£90k in 2020-21).

Total remuneration includes salary and non-consolidated performance related pay. It does not include employer pension contributions and the cash equivalent transfer value (CETV) of pensions.

Civil Service pensions

Pension benefits are provided through the Civil Service pension arrangements.

From 1 April 2015 a new pension scheme for civil servants was introduced – the Civil Servants and Others Pension Scheme or alpha, which provides benefits on a career average basis with a normal pension age equal to the member's State Pension Age (or 65 if higher). From that date all newly appointed civil servants and the majority of those already in service joined alpha. Prior to that date, civil servants participated in the Principal Civil Service Pension Scheme (PCSPS). The PCSPS has four sections: three providing benefits on a final salary basis (classic, premium or classic plus) with a normal pension age of 60; and one providing benefits on a whole career basis (nuvos) with a normal pension age of 65.

These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under classic, premium, classic plus, nuvos and alpha are increased annually in line with pensions increase legislation. Existing members of the PCSPS who were within 10 years of their normal pension age on 1 April 2012 remained in the PCSPS after 1 April 2015. Those who were between 10 years and 13 years and 5 months from their normal pension age on 1 April 2012 switched into alpha sometime between 1 June 2015 and 1 February 2022. Because the Government plans to remove discrimination identified by the courts in the way that the 2015 pension reforms were introduced for some members, it is expected that, in due course, eligible members with relevant service between 1 April 2015 and 31 March 2022 may be entitled to different pension benefits in relation to that period (and this may affect the cash equivalent transfer values shown in this report – see below). All members who switch to alpha have their PCSPS benefits 'banked', with those with earlier benefits in one of the final salary sections of the PCSPS having those benefits based on their final salary when they leave alpha. (The pension figures quoted for officials show pension earned in PCSPS or alpha – as appropriate. Where the official has benefits in both the PCSPS and alpha the figure quoted is the combined value of their benefits in the two schemes.) Members joining from October 2002 may opt for either the appropriate defined benefit arrangement or a defined contribution (money purchase) pension with an employer contribution (partnership pension account).

Employee contributions are salary-related and range between 4.6% and 8.05% for members of classic, premium, classic plus, nuvos and alpha. Benefits in classic accrue at the rate of 1/80th of final pensionable earnings for each year of service. In addition, a lump sum equivalent to three years initial pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike

classic, there is no automatic lump sum. Classic plus is essentially a hybrid with benefits for service before 1 October 2002 calculated broadly as per classic and benefits for service from October 2002 worked out as in premium. In nuvos a member builds up a pension based on their pensionable earnings during their period of scheme membership. At the end of the scheme year (31 March) the member's earned pension account is credited with 2.3% of their pensionable earnings in that scheme year and the accrued pension is uprated in line with pensions increase legislation. Benefits in alpha build up in a similar way to nuvos, except that the accrual rate is 2.32%. In all cases members may opt to give up (commute) pension for a lump sum up to the limits set by the Finance Act 2004.

The partnership pension account is an occupational defined contribution pension arrangement which is part of the Legal & General Mastertrust. The employer makes a basic contribution of between 8% and 14.75% (depending on the age of the member). The employee does not have to contribute, but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.5% of pensionable salary to cover the cost of centrally provided risk benefit cover (death in service and ill health retirement).

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over pension age. Pension age is 60 for members of classic, premium and classic plus, 65 for members of nuvos, and the higher of 65 or State Pension Age for members of alpha. (The pension figures quoted for officials show pension earned in PCSPS or alpha – as appropriate. Where the official has benefits in both the PCSPS and alpha the figure quoted is the combined value of their benefits in the two schemes but note that part of that pension may be payable from different ages.)

Further details about the Civil Service pension arrangements can be found at the website: www.civilservicepensionscheme.org.uk.

Cash equivalent transfer values (CETV)

A cash equivalent transfer value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the pension benefits they have accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The figures include the value of any pension benefit in another scheme or arrangement which the member has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their buying additional pension benefits at their own cost.

CETVs are worked out in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008 and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

Real increase in CETV

This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

Pensions benefits (audited)

	Accrued pension at pension age as at 31 March 2022 and related lump sum	Real increase in pension and related lump sum at pension age	CETV at 31 March 2022	CETV at 31 March 2021	Real increase in CETV	Employer contribution to partnership pension account
	£'000	£'000	£'000	£'000	£'000	£'000
Martyn Henderson	30-35 plus a lump sum of 55-60	0-2.5 plus a lump sum of 0-2.5	498	448	24	-
Ken Scott	10-15	0-2.5	38	175	1	-

Staff report

Average number of persons employed (audited)

The average number of full-time equivalent persons employed during the year was as follows:

	2021-22	2020-21
Directly employed	18.2	16.6
Seconded	1.6	2.8*

* Included in 2020-21 seconded staff was Fiona Wood who was on a one-year secondment from DCMS which finished in January 2021. Fiona was retained on the DCMS payroll.

The breakdown by Senior Civil Servant grade and below is as follows:

	2021-22	2020-21
SCS1	1.0	1.0
Below SCS1	18.8	18.4

Details of staff and Board costs are provided in Note 2 of the Notes to the Accounts.

Equality

Under the Equality Act 2010 we are required to have due regard to the need to eliminate unlawful discrimination in our recruitment and employment policies and to provide equality of opportunity for all staff. The gender breakdown of staff at 31 March 2022 was as follows:

Gender	Chief Executive	Inspectorate	Secretariat	Total
Male	1	9	5	15
Female	-	4	2	6

The SGSA is committed to equality and valuing diversity within its workforce. Our goal is to ensure that these commitments, reinforced by our values, are embedded in our day-to-day working practices with all our customers, colleagues and partners. We are committed to equal opportunities for all and will not tolerate discrimination, either directly or indirectly, on the grounds of race, gender, disability, class or social background, religious belief, sexual orientation, ethnic or national origins, marital status, pregnancy, parental status, age, colour or political persuasion.

During 2022-23 we will be setting up a working group to examine how we can improve our internal processes to take an increased account of equality, diversity and inclusion requirements.

Sickness data

The average number of day's sickness per member of staff was 1.0 during 2021-22 (2020-21: nil).

Martyn Henderson OBE

Chief Executive
29 June 2022

Parliamentary Accountability and Audit Report

THE CERTIFICATE AND REPORT OF THE COMPTROLLER AND AUDITOR GENERAL TO THE HOUSES OF PARLIAMENT

Opinion on financial statements

I certify that I have audited the financial statements of the Sports Grounds Safety Authority for the year ended 31 March 2022 under the Sports Grounds Safety Authority Act 2011.

The financial statements comprise the Sports Grounds Safety Authority's:

- Statement of Financial Position as at 31 March 2022;
- Statement of Comprehensive Net Expenditure, Statement of Cash Flows and Statement of Changes in Taxpayers' Equity for the year then ended; and
- the related notes including the significant accounting policies.

The financial reporting framework that has been applied in the preparation of the financial statements is applicable law and UK adopted International Accounting Standards.

In my opinion, the financial statements:

- give a true and fair view of the state of the Sports Grounds Safety Authority's affairs as at 31 March 2022 and of its net expenditure for the year then ended; and
- have been properly prepared in accordance with the Sports Grounds Safety Authority Act 2011 and Secretary of State directions issued thereunder.

Opinion on regularity

In my opinion, in all material respects the income and expenditure recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (UK) (ISAs UK), applicable law and Practice Note 10 *Audit of Financial Statements of Public Sector Entities in the United Kingdom*. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of my certificate.

Those standards require me and my staff to comply with the Financial Reporting Council's Revised Ethical Standard 2019. I have also elected to apply the ethical standards relevant to

listed entities. I am independent of the Sports Grounds Safety Authority in accordance with the ethical requirements that are relevant to my audit and the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Conclusions relating to going concern

In auditing the financial statements, I have concluded that the Sports Grounds Safety Authority's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Sports Grounds Safety Authority's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

My responsibilities and the responsibilities of the Accounting Officer with respect to going concern are described in the relevant sections of this certificate.

The going concern basis of accounting for the Sports Grounds Safety Authority is adopted in consideration of the requirements set out in HM Treasury's Government Reporting Manual, which require entities to adopt the going concern basis of accounting in the preparation of the financial statements where it anticipated that the services which they provide will continue into the future.

Other information

The other information comprises information included in the Annual Report but does not include the financial statements nor my auditor's certificate and report. The Accounting Officer is responsible for the other information.

My opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in my certificate, I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Opinion on other matters

In my opinion the part of the Remuneration and Staff Report to be audited has been properly prepared in accordance with Secretary of State directions issued under the Sports Grounds Safety Authority Act 2011.

In my opinion, based on the work undertaken in the course of the audit:

- the parts of the Accountability Report subject to audit have been properly prepared in accordance with Secretary of State directions made under the Sports Grounds Safety Authority Act 2011; and
- the information given in the Performance and Accountability Reports for the financial year for which the financial statements are prepared is consistent with the financial statements and is in accordance with the applicable legal requirements.

Matters on which I report by exception

In the light of the knowledge and understanding of the Sports Grounds Safety Authority and its environment obtained in the course of the audit, I have not identified material misstatements in the Performance and Accountability Reports.

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- I have not received all of the information and explanations I require for my audit; or
- adequate accounting records have not been kept by the Sports Grounds Safety Authority or returns adequate for my audit have not been received from branches not visited by my staff; or
- the financial statements and the parts of the Accountability Report subject to audit are not in agreement with the accounting records and returns; or
- certain disclosures of remuneration specified by HM Treasury's Government Financial Reporting Manual have not been made or parts of the Remuneration and Staff Report to be audited is not in agreement with the accounting records and returns; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance.

Responsibilities of the Accounting Officer for the financial statements

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Accounting Officer is responsible for:

- maintaining proper accounting records;
- the preparation of the financial statements and Annual Report in accordance with the applicable financial reporting framework and for being satisfied that they give a true and fair view;
- ensuring that the Annual Report and Accounts as a whole is fair, balanced and understandable;

- internal controls as the Accounting Officer determines is necessary to enable the preparation of financial statements to be free from material misstatement, whether due to fraud or error; and
- assessing the Sports Grounds Safety Authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Accounting Officer anticipates that the services provided by the Sports Grounds Safety Authority will not continue to be provided in the future.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit, certify and report on the financial statements in accordance with the Sports Grounds Safety Authority Act 2011.

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a certificate that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Extent to which the audit was considered capable of detecting non-compliance with laws and regulations including fraud

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulations, including fraud. The extent to which my procedures are capable of detecting non-compliance with laws and regulations, including fraud is detailed below.

Identifying and assessing potential risks related to non-compliance with laws and regulations, including fraud

In identifying and assessing risks of material misstatement in respect of non-compliance with laws and regulations, including fraud, we considered the following:

- the nature of the sector, control environment and operational performance including the design of the Sports Grounds Safety Authority's accounting policies.
- Inquiring of management, Sports Grounds Safety Authority's internal audit and those charged with governance, including obtaining and reviewing supporting documentation relating to the Sports Grounds Safety Authority's policies and procedures relating to:
 - identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; and

- the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations including the Sports Grounds Safety Authority's controls relating to the Sports Grounds Safety Authority Act 2011 and Managing Public Money.
- discussing among the engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, I considered the opportunities and incentives that may exist within the Sports Grounds Safety Authority for fraud and identified the greatest potential for fraud in the following areas: revenue recognition and posting of unusual journals. In common with all audits under ISAs (UK), I am also required to perform specific procedures to respond to the risk of management override of controls.

I also obtained an understanding of the Sports Grounds Safety Authority's framework of authority as well as other legal and regulatory frameworks in which the Sports Grounds Safety Authority operates, focusing on those laws and regulations that had a direct effect on material amounts and disclosures in the financial statements or that had a fundamental effect on the operations of the Sports Grounds Safety Authority. The key laws and regulations I considered in this context included Managing Public Money and the Sports Grounds Safety Authority Act 2011.

Audit response to identified risk

As a result of performing the above, the procedures I implemented to respond to identified risks included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described above as having direct effect on the financial statements;
- enquiring of management and the Audit and Risk Committee concerning actual and potential litigation and claims;
- reading and reviewing minutes of meetings of those charged with governance and the Board and internal audit reports; and
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

I also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of my certificate.

Other auditor's responsibilities

I am required to obtain evidence sufficient to give reasonable assurance that the income and expenditure reported in the financial statements have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Report

I have no observations to make on these financial statements.

Gareth Davies

Comptroller and Auditor General
National Audit Office
157-197 Buckingham Palace Road
Victoria
London
SW1W 9SP

1 July 2022

Accounts

Statement of Comprehensive Net Expenditure

For the year ended 31 March 2022

	Note	2021-22 £	2020-21 £
Expenditure			
Staff and Board costs	2	1,451,448	1,378,821
Purchases of goods and services	3	524,159	556,893
Depreciation	3 & 6	49,853	91,404
Loss on disposal of fixed assets	3	13,913	-
		2,039,373	2,027,118
Income			
Income from activities	4	342,115	358,153
Income from sales of publications	4	65,889	28,806
		408,004	386,959
Net expenditure for the financial year		1,631,369	1,640,159

All income and expenditure relates to continuing activities.

The notes on pages 74 to 83 form part of these Accounts.

Statement of Financial Position

As at 31 March 2022

	Note	2021-22 £	2020-21 £
Non-current assets			
Tangible assets	6	45,990	72,871
Right-of-use assets	6	-	30,885
Total non-current assets		45,990	103,756
Current assets			
Trade receivables and other current assets	7	90,977	179,455
Cash and cash equivalents	8	536,567	355,175
Total current assets		627,544	534,630
Current liabilities			
Trade payables and other current liabilities	9	(333,154)	(274,517)
Lease liability	10	-	(19,120)
Total current liabilities		(333,154)	(293,637)
Total assets less liabilities		340,380	344,749
Taxpayers' equity			
General reserve		340,380	344,749

Martyn Henderson OBE

Chief Executive

29 June 2022

The notes on pages 74 to 83 form part of these Accounts.

Statement of Cash Flows

For the year ended 31 March 2022

	Note	2021-22 £	2020-21 £
Cash flows from operating activities			
Net expenditure for the financial year		(1,631,369)	(1,640,159)
Depreciation	3 & 6	49,853	91,404
Loss on disposal of fixed assets	3 & 6	13,913	-
Decrease/(Increase) in trade receivables and other current assets	7	88,478	(98,070)
Increase/(Decrease) in trade payables and other current liabilities	9	58,637	(37,795)
Decrease in non-current liabilities	10	(19,120)	(58,412)
Net cash outflow from operating activities		(1,439,608)	(1,743,032)
Cash flows from investing activities			
Purchase of plant and equipment	6	(6,000)	(51,223)
Revaluation of lease	6	-	12,273
Net cash outflow from investing activities		(6,000)	(38,950)
Cash flows from financing activities			
Grants from parent Department		1,627,000	1,647,000
Payment of principal on lease		-	(59,921)
Payment of interest on lease	3	-	1,887
Net cash inflow from financing activities		1,627,000	1,588,966
Net financing			
Net increase/(decrease) in cash and cash equivalents in the period		181,392	(193,016)
Cash and cash equivalents at the beginning of the period	8	355,175	548,191
Cash and cash equivalents at the end of the period	8	536,567	355,175

The notes on pages 74 to 83 form part of these Accounts.

Statement of Changes in Taxpayers' Equity

For the year ended 31 March 2022

	General reserve £
Balance at 31 March 2020	337,908
Net expenditure for 2020-21	(1,640,159)
Grant-in-aid	1,647,000
Balance at 31 March 2021	344,749
Net expenditure for 2021-22	(1,631,369)
Grant-in-aid	1,627,000
Balance at 31 March 2022	340,380

The notes on pages 74 to 83 form part of these Accounts.

Notes to the Accounts

1. Statement of accounting policies

These financial statements have been prepared in accordance with the 2021-22 Government Financial Reporting Manual (FReM) issued by HM Treasury.

The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context. They are also prepared in accordance with the Sports Grounds Safety Authority Act 2011 and directions issued by the Secretary of State for Digital, Culture, Media and Sport.

Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of the SGSA for the purposes of giving a true and fair view has been selected. The particular policies adopted by the SGSA are described below.

They have been applied consistently in dealing with items that are considered material to the Accounts.

No statement of other comprehensive expenditure has been prepared as all income and expenditure is reported in the Statement of Comprehensive Net Expenditure.

Going concern

The Audit and Risk Committee considered all factors that may influence the SGSA within the next 12 months before the financial statements were approved. The use of the going concern basis of accounting is appropriate because, while there is an impact on income, expenditure has been reduced or deferred to ensure that we can meet our liabilities as they fall due. There are no other material uncertainties related to events or conditions that cast significant doubt over the SGSA's ability to continue as a going concern. The SGSA has received a funding settlement covering the financial year 2022-23, and there are no indications that it will not receive funding in future years. Therefore, the Annual Report and Accounts have been produced and presented on a going concern basis.

Accounting convention

These Accounts have been prepared under the historical cost convention modified to account for the revaluation of property, plant and equipment.

Government grants

All income and expenditure is accounted for on an accrual basis. HM Treasury has judged that grant-in-aid should be recognised as financing and therefore credited directly to reserves as opposed to income.

Revenue recognition

Income from contracts for advisory services is recognised according to performance obligations set out in the terms of individual contracts. These performance obligations are either a set monthly retainer fee for the duration of the contract, payments based on certain deliverables being met, or a combination of the two.

Income from the sale of publications is recognised on the dispatch of the order to the customer.

Pensions

Past and present employees are covered by the provisions of the Principal Civil Service Pension Scheme and the Civil Servants and Others Pension Scheme. These are unfunded multi-employer defined benefit schemes. The SGSA's share of net assets and liabilities cannot be separately identified. The SGSA accounts for the pension costs as a defined contribution scheme (see the Remuneration and Staff Report and Note 2).

Plant and machinery, furniture and fittings

Purchases of plant and machinery, furniture and fittings above £500 are capitalised. Items of plant and machinery, furniture and fittings are initially recognised at cost. They are subsequently carried at fair value. Management is of the opinion that the depreciated historical cost of plant and machinery, furniture and fittings provides a suitable proxy for fair value given their low value.

Depreciation

Depreciation is provided on all plant and equipment so as to write off the cost of each asset in equal instalments over its estimated useful life. Depreciation is applied to new assets pro rata in the year of purchase. The rates used were as follows:

Furniture	– 10%
Plant and machinery	– 25%

IFRS 16 Leases and right-of-use assets

IFRS 16 (Leases) has been adopted from 1 April 2019. IFRS 16 introduced a single lessee accounting model and requires a lessee to recognise assets and liabilities for all leases with a term of more than 12 months, unless the underlying asset is of low value. It also requires the recognition of a right-of-use asset on the Statement of Financial Position representing the right to use the underlying leased asset, together with a corresponding lease liability representing the obligation to make future lease payments.

A lease liability for future payments is recognised as a lease liability. This is discounted at HM Treasury's prescribed rate.

Depreciation of right-of-use assets and interest on lease liabilities have been recognised in the Statement of Comprehensive Net Expenditure.

During 2021-22 the SGSA did not enter into any new leases.

2. Staff and Board costs

	2021-22			2020-21		
	Staff*	Chair and Board**	Total	Staff*	Chair and Board**	Total
	£	£	£	£	£	£
Wages, salaries and fees	1,025,624	48,450	1,074,074	987,475	30,055	1,017,530
Social security costs	117,490	3,823	121,313	111,608	1,319	112,927
Other pension costs	256,061	-	256,061	248,364	-	248,364
Total costs	1,399,175	52,273	1,451,448	1,347,447	31,374	1,378,821

* Permanent contracts

** Fixed-term contracts

3. Purchases of goods and services

	2021-22 £	2020-21 £
Running costs		
Travel and subsistence*	66,285	19,636
Training and recruitment	9,167	3,205
Rent and rates	43,322	27,686
Interest on lease liability (Fleetbank House)	-	1,887
Accommodation, cleaning, heating and lighting	19,539	74,161
Postage, telephone and broadband	30,579	35,388
Office supplies, printing and stationery	56,009	67,794
External audit fees	16,050	15,900
Internal audit fees	20,178	25,824
Legal fees	12,424	47,805
Other professional fees	250,605	237,083
Loss on foreign exchange	1	524
Total running costs	524,159	556,893
Non-cash items		
Depreciation	18,968	29,634
Depreciation – lease	30,885	61,770
Loss on disposal of fixed assets	13,913	-
Total	587,925	648,297

* Includes Board Member travel and subsistence of £1,779 (£947 in 2020-21).

4. Income

	2021-22 £	2020-21 £
Sale of publications	65,889	28,806
Income from contracts with customers – UK	186,230	218,424
Income from contracts with customers – Overseas	30,100	20,270
Other income	125,785	119,459
Total	408,004	386,959

Income by geographical area

Area	2021-22 £	2020-21 £
UK	377,904	366,689
Other countries	30,100	20,270
Total	408,004	386,959

Income from contracts derives from activities resulting from the expanded remit of the SGSA. This work is charged for on a cost recovery basis.

The SGSA charges for the issue of licences to admit spectators to watch designated football matches. In the year ended 31 March 2022, 93 licences were issued to grounds for a fee of £100 each. In accordance with the SGSA's Financial Memorandum, these fees have been paid into the Consolidated Fund via DCMS and are therefore not recognised as income in the SGSA's Accounts.

5. Leases – the SGSA as a lessee

Lease activities

Until 31 August 2021 the SGSA occupied Fleetbank House in London as its headquarters office under a Memorandum of Terms of Occupation (MOTO) agreement with the Government Property Agency (GPA).

On 2 August 2021 the SGSA leased a new headquarters office at 10 South Colonnade in London under another MOTO agreement with the GPA. This MOTO agreement expires on 23 June 2032.

The new MOTO agreement provides for a much more flexible and cost-effective model of accommodation for the SGSA. Due to the terms of the MOTO giving the GPA the ability with reasonable notice to move the location of the SGSA around the building, it was determined that this agreement did not constitute a lease under IFRS 16 and was therefore not capitalised.

6. Tangible assets

2021-22	Plant and machinery £	Furniture and fittings £	Right-of-use asset £	Total £
Cost or valuation				
At 1 April 2021	181,603	66,399	166,705	414,707
Additions	-	6,000	-	6,000
Disposals	(112,807)	(66,399)	(166,705)	(345,911)
At 31 March 2022	68,796	6,000	-	74,796
Depreciation				
At 1 April 2021	119,021	56,110	135,820	310,951
Charged in year	17,485	1,483	30,885	49,853
Disposals	(108,098)	(57,195)	(166,705)	(331,998)
At 31 March 2022	28,408	398	-	28,806
Net book value at 31 March 2021	62,582	10,289	30,885	103,756
Net book value at 31 March 2022	40,388	5,602	-	45,990

All assets with the exception of the right-of-use asset are owned by the SGSA.

The right-of-use asset related to the lease on our previous Fleetbank House office.

2020-21	Plant and machinery £	Furniture and fittings £	Right-of-use asset £	Total £
Cost or valuation				
At 1 April 2020	130,380	66,399	178,978	375,757
Additions	51,223	-	-	51,223
Revaluation	-	-	(12,273)	(12,273)
At 31 March 2021	181,603	66,399	166,705	414,707
Depreciation				
At 1 April 2020	107,380	38,117	74,050	219,547
Charged in year	11,641	17,993	61,770	91,404
Disposals	-	-	-	-
At 31 March 2021	119,021	56,110	135,820	310,951
Net book value at 31 March 2020	23,000	28,282	104,928	156,210
Net book value at 31 March 2021	62,582	10,289	30,885	103,756

7. Trade receivables and other current assets

Amounts falling due within one year:	2021-22 £	2020-21 £
Prepayments*	17,832	25,974
Receivables due to contracts with customers	58,665	121,670
Other receivables	14,480	31,811
Total	90,977	179,455

* All of which relates to goods and services.

8. Cash and cash equivalents

	2021-22 £	2020-21 £
Balance at 1 April 2021	355,175	548,191
Net change in cash and cash equivalents	181,392	(193,016)
Balance at 31 March 2022	536,567	355,175
The following balances at 31 March 2022 were held at:		
Commercial banks and cash in hand	536,567	355,175

9. Trade payables and other current liabilities

Amounts falling due within one year:	2021-22 £	2020-21 £
Other taxation and social security	31,502	29,289
Trade payables	158,091	39,648
Accruals	82,110	95,435
Accrued annual leave	37,467	46,489
Deferred income	23,984	63,656
Total	333,154	274,517

10. Lease liability

	2021-22 £	2020-21 £
Current portion	-	19,120
Total	-	19,120

11. Contract balances

	2021-22 £	2020-21 £
Other receivables, which are included in trade receivables and other current assets (Note 7)	14,480	31,811
Contract assets (Receivables due to contracts with customers – Note 7)	58,665	121,670
Contract liabilities	-	-

Contract assets relate to contracts with clients that the SGSA has to provide advisory services. Significant changes in the contract assets balances during the period are as follows:

	2021-22 £
Contract assets at the beginning of the period	121,670
Decrease due to cash received	(121,670)
Transfer from contract assets to receivables	58,665
Contract assets at the end of the period	58,665

Transaction price to remaining performance obligations

Income from contracts for advisory services is recognised according to performance obligations set out in the terms of individual contracts. These performance obligations are either a set monthly retainer fee for the duration of the contract, payments based on certain deliverables being met, or a combination of the two. As at 31 March 2022, the aggregate amount of the transaction price relating to the remaining performance obligations is £200,000 (2020-21: £300,000). The SGSA will recognise this revenue either as time passes or contract deliverables are met.

12. Financial instruments

As the vast majority of cash requirements of the SGSA are met through grant-in-aid received from DCMS, financial instruments play a more limited role in creating risk than would apply to a non-public sector body of a similar size. The majority of financial instruments relate to contracts to buy non-financial items in line with the SGSA's expected purchase and usage requirements and the SGSA is therefore exposed to little credit, liquidity or market risk. As the SGSA is able to undertake work for organisations outside of England and Wales there is a small exposure to risk of loss on foreign exchange transactions. In 2021-22 the SGSA suffered a loss on foreign exchange transactions of £1 (2020-21: £524).

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. The amounts disclosed above as receivables therefore exclude any assets or liabilities, which do not result from a contractual arrangement.

The SGSA's financial instruments comprise loans and receivables and other financial assets and liabilities including trade receivables and payables, that arise directly from operations, or to partially fund future operations.

We have not reclassified any financial assets within the year. We have no financial instruments that are offset. We have not pledged collateral for these financial liabilities. We have no loans or other borrowings payable.

Credit risk is the risk of financial loss if a customer or counterparty to a financial instrument fails to meet its contractual obligations. Credit risk largely arises from loans and receivables, other financial assets and trade and other receivables. The SGSA's maximum exposure to credit risk is limited to the value of these assets. The credit risk management policy in relation to trade receivables involves regularly assessing the financial reliability of customers, taking into account their financial position and historical credit risk.

The SGSA assesses credit risk when setting the expected credit loss forward looking analysis which is expected to include macroeconomic assessments, historical data and fund managers where required for these assets. The SGSA has an immaterial expected credit loss on the assets that it holds and therefore has assessed the level of credit risk as low. We have an immaterial expectation of defaults which we expect to be deemed as a failure to fulfil an obligation. We expect assets to be written off when it is no longer possible to recover the asset.

The changes in amortised cost assets are explained in their respective notes but are not as a result of material changes to credit risk assessments within the year.

Other deposits and cash holdings are held with approved UK banks.

All financial assets and financial liabilities recognised in Notes 7, 9 and 10 are measured at amortised cost.

13. Contingent liabilities

There were no contingent liabilities at 31 March 2022 (none at 31 March 2021).

14. Capital commitments

There were no capital commitments at 31 March 2022 (none at 31 March 2021).

15. Related-party transactions

The SGSA is a non-departmental public body of DCMS which is regarded as a related party with which the SGSA has had various material transactions during the year. During 2021-22 we received £35,442 from DCMS in respect of secondment recharges and £1,627,000 Grant in Aid. In addition, the SGSA had a small number of material transactions with HM Revenue and Customs in respect of employers national insurance costs of £121,313, the Government Property Agency for rent, rates and service charges amounting to £61,040 on our headquarters office at Fleetbank House and more recently at 10 South Colonnade, and the Cabinet Office for employers pension costs of £256,061. These transactions were at arm's length and in the normal course of business.

Board Member Dame Jil Matheson was a Trustee of NatCen Social Research (NatCen) until February 2022. During this period the SGSA paid £39,463 for data analysis work and the hosting of workshops undertaken by NatCen.

No Board Members, key manager or other related party has undertaken any material transactions with the SGSA during the year.

16. Events after the end of the reporting period

There were no events that had a material effect on the Accounts after the end of the reporting period.

The Accounting Officer authorised the Accounts for issue on the date they were certified by the Comptroller and Auditor General.



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